

Financial Impact Recommendation

Title: Contract Fire Service to Township

Description: Contact Fire Service to Canton Township & Absorb the 9-11 full time employees to Local 249. This will generate ~ 1 million dollars revenue for City.

Estimated Time to initiate: 3-6 months

Estimated Financial Impact: + \$1,000,000

Financial Impact Recommendation

Title: **Increase use of cameras for speeders + safety**

Description: Go big time with cameras for speeders and fighting crime. Do not spend city money on cameras but give camera companies a percent of revenue collected. This will not cost law abiding citizens a penny, will free up police manpower to fight crime, and make Canton a safer, more attractive place to live.

Estimated Time to initiate: 6mo-1yr.

Estimated Financial Impact: +1 million?

Financial Impact Recommendation

Title: **Sell Advertising on City Property**

Description: Many Gvmt entities sell Advertising now... Public Schools for example sell ADS in football stadiums, SARTA sells in buses, ODOT on Exit Signs (food, lodging, etc) The city has some prime real estate for billboards (city hall, water dept) which can go for \$3000/mo through companies such as clear channel... Sell ADS!!!

Estimated Time to initiate: 3-6 mos

Estimated Financial Impact: 250 k/yr or more. *Based on rates for high profile locations for billboards through private companies...using a conservative estimate of 7 locations for 12 mos. Ads could be sold in other formats, (inserts in city mailings, naming rights, etc)

Financial Impact Recommendation

Title: **WRF Annexation**

Description: Annex WRF into Canton corporate limits prior to initiation of \$72.12m improvements project. City would collect 2% income tax on wages of contractor's employees.

Estimated Time to initiate: As fast as annexation can be accomplished.

Estimated Financial Impact: 2% of all construction wages for 2 ½ - 3 year construction period.

Financial Impact Recommendation

Title: **City Employees Taking City Vehicles Home**

Description: Street Formans – Traffic signal employees still taking vehicles home – the excuse is always they are on call but they have to punch in at the center before they start work – They should be driving their own vehicles

Estimated Time to initiate: Immeadery

Estimated Financial Impact: Save gas – tires – ok – maintenance costs

Financial Impact Recommendation

Title: **4 Day Work Week**

Description: Work 4 10 hour shifts instead of 5 8's. Close City offices one day a week this way

Estimated Time to initiate: immediately

Estimated Financial Impact:

Financial Impact Recommendation

Title: **Furlough**

Description: Every city employee work 80 hours & get paid for 72 for a two year period. This would not decrease city services yet allow the budget to decrease; it can prevent lay-offs of staff. It should start with the Mayor & all non-union employees.

Estimated Time to initiate: This could begin within the next six months and begin to be introduced immediately to all unions.

Estimated Financial Impact: No less than 400,000 dollars each year.

Financial Impact Recommendation

Title: **Electronic filing of tax returns**

Description: The city should move to paperless tax returns to reduce the cost of paper and make that department more efficient, which will also save staff time which will also be a savings to the city. The IT department could start developing the program now to be ready for use with the next tax year 2011.

Estimated Time to initiate: Can begin initiating within the next 90 days.

Estimated Financial Impact: Not sure of the estimated savings, but know that it will save cost of paper, cost of staff.

Financial Impact Recommendation

Title: **Put a Tax Levy on Ballot**

Description: Why Parks are funded by the general fund. Do like the county parks do and let them be funded by the our levy – saving money from the general fund.

Estimated Time to initiate: Next election

Estimated Financial Impact: \$1.2 million

Financial Impact Recommendation

Title: **Eliminate Longevity Payments**

Description: Stop paying Longevity Payments to management and non union and negotiate with the unions to take away from them.

Estimated Time to initiate: a few weeks

Estimated Financial Impact: \$250,000 or more

Financial Impact Recommendation

Title: Merge Parks and Streets Dept Employees Like the city of Cleveland Did.

Description: Eliminate one of the directors in the Parks dept. and move the rest of the employed to streets and have street dept handle service for parks and streets. More flexible workforce with more efficiency can also reduce number of total workers when combined.

Estimated Time to initiate: 30 – 60 Days

Estimated Financial Impact: \$100,000 - \$200,000

Financial Impact Recommendation

Title: **I have a few ideas to help generate money, but it'll take man hours to make it work.**

Description:

- 1) Keep a Canton Police presence on 77 & 30. If you drive up to Cleveland, you will notice that either on the way up, on the way back or both is a Brecksville cruiser sitting along the highway. I'm sure that if there would be a cruiser where the speed drops from 65-55 you would catch many speeders...some don't slow down & many of them are already going over the posted 65mph speed limit. SO if they are going 70 & fail to slow down, that would make them speeding 15mph over the speed limit. This is true for both North & Southbound.
- 2) Better enforcement of the speed in school zones BUT there has to be a posted time for the 20mph speed. I did notice that there are signs that say "during restricted hours". I don't know about everyone else, but with grade school, Jr. & Sr. High there are 3 different start times & I can not even tell you what the times are. For this suggestion to work without people using excuse of a enforcement time was not posted the signs must be updated.
- 3) For all the unpaid fines, I read that some cities are actually incorporating the idea of people texting in your fine. The fine would be added to the persons cell phone bill. Let the cell phone company deal with the person owing them money, & I bet they pay it!!
- 4) Create a link on the Canton City website for a one click "pay my fine" & a one click to pay taxes.
- 5) I saw on the Canton website that there are no advertisers...How much money could be made if advertisers could advertise in the city website??

Hope my ideas can be used, or will trigger some other ideas

Estimated Time to initiate:

Estimated Financial Impact:

Financial Impact Recommendation

Title: **Lunch Periods**

Description: When an employee of the city works 8 ½ hrs per day- ½ hr is dedicated to a Lunch Period – I've come to find out that Some employees take up to 1 hour Lunch Periods and still go home at their Regularly scheduled times. I think if ALL taxpayers knew of this practice they would be up in arms – and rightly so! DEPT. HEADS are not immune from this practice either.

Estimated Time to initiate: This practice should stop Immeadiatly!

Estimated Financial Impact: Taxpayers would get a full 8HRS of work – Instead of being shortchanged.

Financial Impact Recommendation

Title: **Reduce money city gives to SCOG**

Description: City gives lots of money to SCOG and should reduce that at least by the amount the city has reduced spending an average for other depts. a 2010 reduction could save ove \$150,000

Estimated Time to initiate: annually

Estimated Financial Impact: \$150,000 or More

Financial Impact Recommendation

Title: **Sell Advertisement on city buildings**

Description: Naming rights for Civic Center, SE Center, etc... Youngstown got \$200,000 for their Civic Center.

Estimated Time to initiate: Put out to bid.

Estimated Financial Impact: over \$100,000

Financial Impact Recommendation

Title: **Annex**

Description: I would like to AEP's 5300 Navarre Rd. S.W. service center, AEP's 2100 Shepler Church Ave S.W. service center, Timken's Faircrest and Gambrinus steel plants, UPS on Navarre Rd., Frito Lay, Canton Drop Forge, Marathon Petroleum Refinery, Superior Dairy and the Airgas Refinery on Shepler Church all annexed to the city of Canton, Ohio to collect income tax.

Estimated Time to initiate: 1-2yrs

Estimated Financial Impact: Increase income tax revenue by 1.5-2 million dollars. Thank You For Your Time

Financial Impact Recommendation

Title:

Description: This is not my idea. It was presented by a co-worker. I'm not sure if he'll present it as well.

How about phasing out the pay stubs we receive on payday? I'm on direct deposit, and don't require a printed pay stub.

Why couldn't our pay stubs could be replaced by a PDF file sent to our e-mail address?

This saves materials, as well as ink/toner.

Estimated Time to initiate:

Estimated Financial Impact:

Financial Impact Recommendation

Title: **Restructure Bond Debt ~**

Description: Push out debt by restructuring bonds & bond payments over longer periods of time. We did this before and should consider doing this again but stretch out debt further, since money is still cheap- would help again-

Estimated Time to initiate: 30 Days

Estimated Financial Impact: \$500,000?

Financial Impact Recommendation

Title: **Games of “Skill” Machines -**

Description: Charge a fee for every Machine in the city, annually. These are popping up everywhere. Charge \$1,000/yr. If these are 100 Machines. City gets \$100,000/yr.

Estimated Time to initiate: 4-weeks- Through city Council.

Estimated Financial Impact: \$100,000

Financial Impact Recommendation

Title: **Create City Wide Call Center**

Description: Combine receptionists & claims personnel throughout the city into one call center for all departments – 311 system. Will have some up front costs but will save the city over time and allow us to better serve the public. Up front cost could be \$100 k - \$200 k but save that much or more every year after consolidation.

Estimated Time to initiate: Six months

Estimated Financial Impact: \$0 first year - \$200 k or more every year after

Financial Impact Recommendation

Title: **Reduce # of Civil Service employees/ Eliminate over time.**

Description: Convert all civil service positions to appointed positions when they open through attrition. This will allow more flexibility in reducing and or replacing employees (non union) over time/ Better Management control – City changed Dept. Heads years ago – Change the rest in city!

Estimated Time to Initiate: Pass through Council

Estimated Financial Impact: \$500.00 overtime.

Financial Impact Recommendation

Title: **Add more traffic cops or traffic cameras**

Description: Write more tickets – average 40k per officer – add 5 get 200k!

Estimated Time to Initiate: over a year

Estimated Financial Impact: 200k

Financial Impact Recommendation

Title: **Stop giving tax credit to all seniors**

Description: Only give senior tax credit to these earning less than poverty level – don't give credit to the rich seniors just because of their age.

Estimated Time to Initiate: weeks

Estimated Financial Impact: \$100 thousand

Financial Impact Recommendation

Title: **Privatize Trash Pick-up**

Description: Make city workers work full day! Save on sick leave too.

Estimated Time to Initiate: Now.

Estimated Financial Impact: 2 million!

Financial Impact Recommendation

Title:

Description: Change capital/ general fund spilt from 75/25 to 90/10 or something.

Estimated Time to Initiate:

Estimated Financial Impact: 5 million

Financial Impact Recommendation

Title: **Sell the parking decks**

Description: Get out of parking business

Estimated Time to Initiate: put building(s) out for bid

Estimated Financial Impact: \$1,000,000 or more

Financial Impact Recommendation

Title: **Close community center**

Description: stop paying for it and sell the building

Estimated Time to Initiate: less than a year

Estimated Financial Impact: save the 400K make more on sale

Financial Impact Recommendation

Title: Make health Dept be self sustaining – like the county Health Dept

Description: The county does not use general fund money for their Health Department. The city should pull all general funds from the Health Dept. and force them to merge with the county and be self sustaining.

Estimated Time to Initiate: months

Estimated Financial Impact: \$2-3 million

Financial Impact Recommendation

Title: **Take away health care for part time council people**

Description: stop health care coverage for city council

Estimated Time to Initiate: one month

Estimated Financial Impact: \$150,000 ? + more

Financial Impact Recommendation

Title: **Stop Income Taxes, or Reduce Income Tax w/other Cities**

Description: Canton has 100% agreement to credit people who work in other cities and pay there instead of pay canton. If we credit only 25% or 1.5% of the 2.0% the city could generate additional revenue.

Estimated Time to Initiate: when voted on by council?

Estimated Financial Impact: \$5000,000? A lot!

Financial Impact Recommendation

Title: **Raise Taxes**

Description: The city has a 2% income tax that brings in about \$32 million so a .2% addition would add \$3.2 million annually – call it a safety tax and use it all for police and fire!

Estimated Time to Initiate: \$3.2 million

Estimated Financial Impact: as soon as you start

Financial Impact Recommendation

Title: **Reduce the number of council people**

Description: Restructuring council to have 3 at large and 6 wards and let one of these be the acting president for a total of 9 rather than the 13 we have now. I think that voters could improve this.

Estimated Time to Initiate: Next election

Estimated Financial Impact: over \$100,000

Financial Impact Recommendation

Title: **Eliminate Parking Dept/ Merge with Police**

Description: Let Police do parking tickets - close down parking Division + let engineer cover machines. Consolidation of Dept between engineering & police/ *Will also give Police more presence downtown. Reduce 3-4 people.

Estimated Time to Initiate: couple of months

Estimated Financial Impact: \$150,000

Financial Impact Recommendation

Title: Electronic Payables Program

Description: See attached article

Estimated Time to Initiate: Unknown

Estimated Financial Impact: Unknown

CUTTING OUT CHECKS

Washoe County pays vendors more quickly with electronic credit cards

Washoe County, Nev., has implemented an electronic payables (ePayables) program to automate payments to vendors

and move toward a paperless environment. Participating vendors now can receive their payments within one to three business days by accepting an electronic credit card payment from the county. The county also earns an annual rebate from its bank, based on the volume of card payables enrolled.

The county initiated its ePayables program last year to reduce costs, improve payment efficiencies, maximize cash flow and increase revenue. The county worked with Bank of America Merrill Lynch to implement the program in eight weeks, starting in May 2010.

In the program, each participating vendor receives a unique MasterCard account number to process their payments. The cards have a limit of \$0 until the county authorizes payment on the vendor's invoices. Once a payment to

a vendor has been authorized in the county's SAP accounting system, a payment file is sent to Bank of America's Works Application through secure file transfer protocol (FTP).

The Works Application processes the file to increase the available funds on the specified vendor card from \$0 to the exact payment amount authorized by the county. Simultaneously, the application forwards a remittance to the vendor using fax or e-mail. The vendor processes the payment by keying in the remittance data to its accounting system and then the credit card number into its card payment terminal.

The county's vendors previously were paid by check with net 30 payment terms. The terms continue to be net 30, but once they are notified their cards have been funded, participating vendors can receive their funds within 24 to 48 hours. They do not have to wait for a check to be received, processed and cleared through the bank.

The first payment file was submitted on July 1, 2010, and the ePayables program is steadily enrolling more vendors. Although check payments will be necessary for some vendors, the county expects electronic payments will account for a majority of its payables.

Each month, Washoe County reconciles the payments processed by vendors to the bank credit card billing statement and sends payment to the bank. That increases the county's cash flow by approximately 45 days. Washoe County estimates it will earn an annual rebate amount of \$192,000 in the first year, and realize savings from reduced check printing, banking and mail costs of approximately \$8,500.

Project: **Electronic payables program**

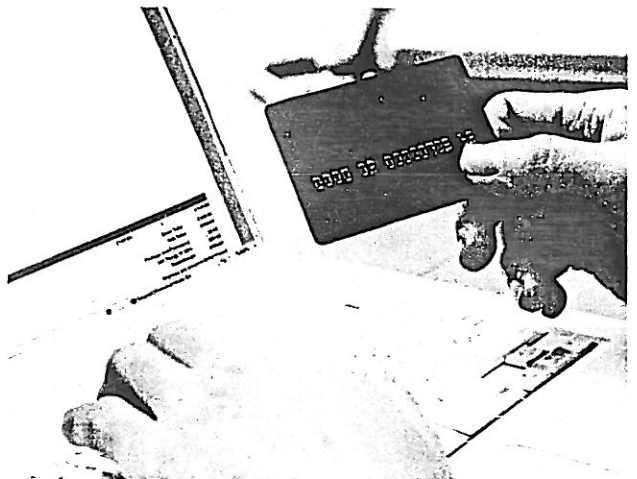
Jurisdiction: **Washoe County, Nev.**

Agencies involved: **Technology Services, Accounts Payable and the Comptroller's Office**

Vendor: **Charlotte, N.C.-based Bank of America Merrill Lynch**

Date started: **July 2010**

Cost: **No implementation or ongoing program costs**



Financial Impact Recommendation

Title: **Sell off city buildings**

Description: Sell all

Estimated Time to Initiate: less than year

Estimated Financial Impact: market price

Financial Impact Recommendation

Title: **Stop City Hall Expansion**

Description: let council and courts share current space.

Estimated Time to Initiate: stop now – before building starts

Estimated Financial Impact: 2 million

Financial Impact Recommendation

Title: **Reduce the # of fire stations**

Description: save operations cost

Two on west side – make 1

Two on NE – make 1

Three up North – make 1

Central + SW – make 1

Estimated Time to Initiate: less than year

Estimated Financial Impact: cost of 4 or 5 buildings.

Financial Impact Recommendation

Title: **Reduce the number of council people**

Description: Restructuring council to have 3 at large and 6 wards and let one of these be the acting president for a total of 9 rather than the 13 we have now. I think that voters could improve this.

Estimated Time to Initiate: Next election

Estimated Financial Impact: over \$100,000

Financial Impact Recommendation

Title: **Annex all property inside city borders**

Description: For all Township property that are islands inside the city- Cut off their Water until they agree to come into the city – adds new tax revenue.

Estimated Time to Initiate: 6 months

Estimated Financial Impact: over \$100,000

Financial Impact Recommendation

Title: **Prisoner Transport Revenue**

Description: Massillon courts charge a fee for non-Massillon transports to surrounding communities. Canton should charge other communities when we transport their prisoners.

Estimated Time to Initiate: Start Now

Estimated Financial Impact: \$50,000-\$100,000.

Financial Impact Recommendation

Title: **Cuts to all depts. Equally**

Description: Make judges, clerks office, Health depart and others to match average percentage drop of the rest of the city. Some depts. have not cut all over past three years. Be fair!

Estimated Time to Initiate: Next Budget

Estimated Financial Impact: Hundreds of thousands

FINANCIAL IMPACT RECOMMENDATION

TITLE: Hall of Fame Bowl

DESCRIPTION: The city of Canton should put a plan / proposal together to request from the NCAA the opportunity to host a college football bowl game at Fawcett Stadium. This will be somewhat equivalent to hosting the exhibition pro football hall of fame game during the preseason every year in terms of revenue generation for the city. Having another marquee sporting event will generate significant local, regional and national exposure and notoriety for the city of Canton. The bowl game request can also be for a potential matchup of one MAC conference school and another school possibly in the Big Ten or Conference USA. This is just a description of the idea of course, but a full fledged plan will need to be drafted and sent to the NCAA for proper consideration. Ultimately having shown the capability to host an NFL preseason game every year, demonstrates that the infrastructure needed to host another big time event such as a college football bowl game is available. By leveraging the cities resources and ability to host a major sporting event; a potential major sponsor such as Goodyear, Smuckers or even the Hall of Fame itself would be intrigued by capitalizing on a major sporting event.

ESTIMATED TIME TO INITIATE: Two years to properly plan and market

ESTIMATED FINANCIAL IMPACT: Roughly 70 – 85% of the total revenue generated by the Hall of Fame preseason football game.

Financial Impact Recommendation

Title: Stop giving Chamber money

Description: city gives \$175,000 each year to the chamber, that could be used for other G.F. purposes. If not cut completely- consider reducing as an other city Depts have been cut.

Estimated Time to Initiate: Now/ASAP

Estimated Financial Impact: \$175,000

Financial Impact Recommendation

Title: City Income Tax

Description: Raise City Tax $\frac{1}{4}\%$

Estimated Time to Initiate: 3 to 6 MO's

Estimated Financial Impact: Unknown

Financial Impact Recommendation

Title: See Below

Description: (an article is attached as the description) Pay-for-Performance Snow Removal
Some services – no matter how dire to the budget- just can't be cut at certain times of the year. One such service is snow removal in the winter. In 2009 the city of Quincy, Mass, initiated a pilot program that lowered snow-removal expenses by revamping payment methods. The city's department of Public Work awarded a contract to a snow removal company that pays per inches of snow plowed, rather than the standard pay scheme of number of hours worked. It eliminates costly idling time charged by most contractors, holds the company accountable for plowing certain parts of the city and pays based on the amount of snow each snowstorm produces, with larger payments for larger storms. Mayor Thomas Koch is expanding the program this winter by enlisting another snow-removal company to cover other parts of the city. Half of the city's six wards will be covered in this expanded pilot, with the remaining areas plowed by a combination of private companies and city trucks- paid hourly.

Estimated Time to Initiate: 1 yr

Estimated Financial Impact: Unknown

4/6

Financial Impact Recommendation

Title: Boomerang Effect

Description: See attached article

Estimated Time to Initiate: Unknown

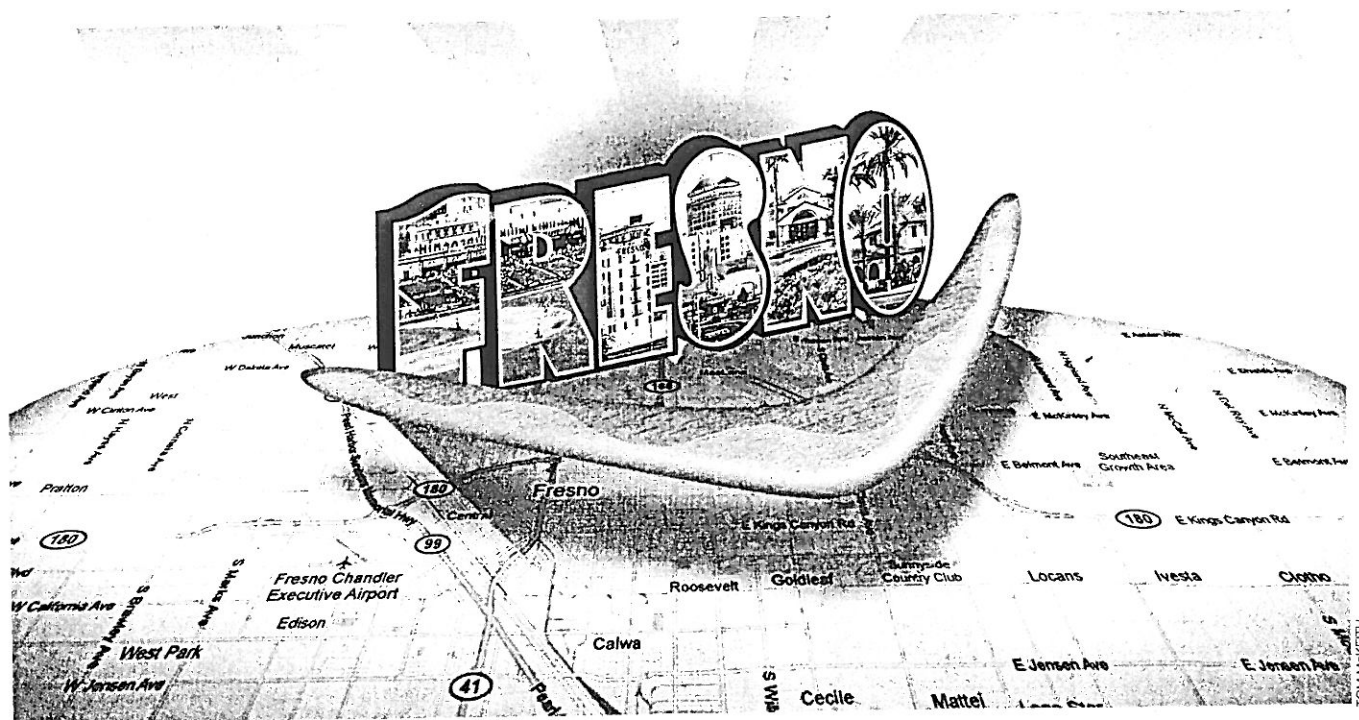
Estimated Financial Impact: Unknown

By William Fulton



The Boomerang Effect

People are returning home and liking what they find.



I grew up in the kind of place people tend to leave. Almost from the time I was born back in the '50s, the factories were closing, the population was stagnant and the kids who went away to college never came back. Much as I love my little upstate New York hometown, I couldn't help but think that the best days were in the past.

The last few times I've been home, however, I've noticed more and more people coming back. And oddly enough, the ones who come back most often tend to be people who, like me, moved across the country to Los Angeles in search of wider opportunities. One couple bailed from the entertainment industry, moved back home and started a live theater downtown. Another couple left behind a small chain of high-end restaurants catering to the film industry—and their parents, who retired in Southern California.

The boomerang effect is small but noticeable, and it's helping Auburn, N.Y.,

“The last few times I've been home, I've noticed more and more people coming back.

at least a little, as it tries to pull out of a half century of stagnation. Countrywide, economically depressed regions are targeting the boomerang kids—the locals who went away to college and may be interested in coming back if they can find the right job.

Perhaps the most aggressive boomerang campaign has been set up in Fresno, Calif., a city that's growing fast in population but not in upward economic mobility. With a half-million people, Fresno is the fifth largest city in California and 36th largest in the nation (right behind Albu-

querque, N.M., and Kansas City, Mo.). However, it's stuck in the impoverished San Joaquin Valley—180 miles from San Francisco and 220 miles from L.A. It's not only the center of an agricultural empire, but also the center of a low-end economy. Indeed, Fresno's continued population growth is an eternal mystery to California demographers, given the general lack of upward opportunity.

That's why Fresno's leaders have been pushing the “Fresno boomerang” idea—finding young professionals who have moved away but might want to come home. There's even a website, fresnoboomerang.com, that tries to connect native Frensnans living elsewhere with high-end job opportunities back home.

Mike Dozier, director of the Office of Community and Economic Development at California State University, Fresno, says his region's residents can be divided into three categories: pioneers,

By Tod Newcombe



who moved there from somewhere else; legacies, who grew up and stayed; and boomerangers, who grew up, left and came back. Part of the problem, Dozier says, is that legacies often have what might be called a bad self-image—they compare Fresno to the places they vacation (such as coastal California) and create a negative vibe for their kids who go away to college.

On the other hand, Dozier says, “Boomerangers have left, they know what it’s like outside of the valley, and they come back because they want to come back. And they tend to not be as negative about living in the valley as the legacies would have been.”

It can be tough sometimes to persuade those who have left to return. *The Fresno Bee* recently reported about a legacy Fresnan who’s working with the boomerang experts to try to get her 30-year-old son to move back from Chicago. The experts are working on finding him a job; she’s working on finding him a date. So far, no luck.

By contrast, Dozier points to a co-worker, Ismael Herrera from nearby Mendota, Calif., (population 9,700), who received degrees from the University of California, Irvine, and Harvard University, and then served in Sacramento, Calif., as a Polanco Fellow—a program for emerging Latino public policy leaders—before returning to Fresno.

Fresno is hardly the only city focusing on the boomerangers. Youngstown, Ohio—as struggling a place as you’re likely to find anywhere—has created the Greater Youngstown 2.0 website, aimed at what local leaders call the Greater Youngstown Diaspora Neighborhood. And every struggling city is on the hunt for its own Doug Burgum—the Fargo, N.D., native who returned from Silicon Valley to start Great Plains Software, which he sold to Microsoft for \$1 billion.

It’s not easy to bridge the divide between the have and have-not regions in America today. But maybe if a few more boomerang efforts succeed, the economic connections between the two will be stronger. **G**

Mayor Nutter’s Neighborhood

Philadelphia Mayor Michael Nutter’s administration has taken an unabashed pro-immigrant stance, welcoming all with no questions asked. It may sound a bit extreme, but the move by the City of Brotherly Love reflects an open-arms approach to immigrants in urban areas—and there’s a reason for this open-door policy. Immigrants have been good for cities throughout history, and that symbiotic relationship continues today.

In Philadelphia, the immigrant story has become a prominent feature of life: Foreign-born residents make up 9 percent of the population in the metro region, which has the fastest-growing immigrant base among its peers, according to a 2008 Brookings Institution report.

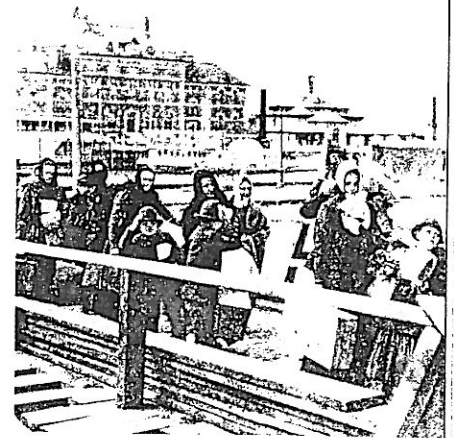
Despite the fact that four in 10 immigrants now move directly to the suburbs when they arrive in America, they remain a key source of economic development for inner cities. In 2005, Harvard Business School professor Michael Porter wrote a report showing that 5.5 million immigrants had been a catalyst for development and investment in inner cities, spurring job growth in 10 inner cities that outpaced job growth in their broader metropolitan areas. Other studies have come to the same conclusion: Cities with thriving immigrant populations tend to prosper the most.

In Dearborn, Mich., Arab immigrants have become a lifeboat for the local economy. Overall, the Arab-American community is now 200,000 strong in southeastern Michigan and produces \$7.7 billion annually in salaries and earnings, according to a 2007 Wayne State University study. As the influx of Arab-Americans expands and their impact on the region’s economy continues to grow, downtrodden Detroit is looking to entice them into its inner core, the one area where Arabs haven’t set down roots.

One way Detroit hopes to make that happen is by setting up an economic development center that specializes in recruiting immigrant investors. Known in government circles as an EB-5 investment visa regional center, it allows immigrants who are willing to invest at least \$500,000 in cities with high unemployment, permanent resident status in return. Detroit will join 80 other cities in setting up such a program.

In November, the National League of Cities released a report on how 20 cities have integrated immigrants into city life. Recognizing the policy vacuum at the national level, the report, *Municipal Innovations in Immigrant Integration*, provides examples of ways municipalities have figured out how to move immigrants into the mainstream. Some examples come from the nation’s largest cities, but others—such as Littleton, Colo.—have used a simple but effective grass-roots approach that involves volunteers who help steer immigrants onto a path of self-reliance and citizenship.

Meanwhile, back in Philadelphia, local leaders are doing what they can to make the city an immigrant hub. Some of their ideas have been controversial, such as pushing city services and jobs into immigrant neighborhoods. But as Israel Colon, the city’s director of multicultural affairs, explained to *Governing* in a July 2010 interview, immigrants aren’t going away. So rather than try to drive them out, as some cities have, Nutter’s administration wants to rely on them, no matter their resident status, to help the city grow and prosper. **G**



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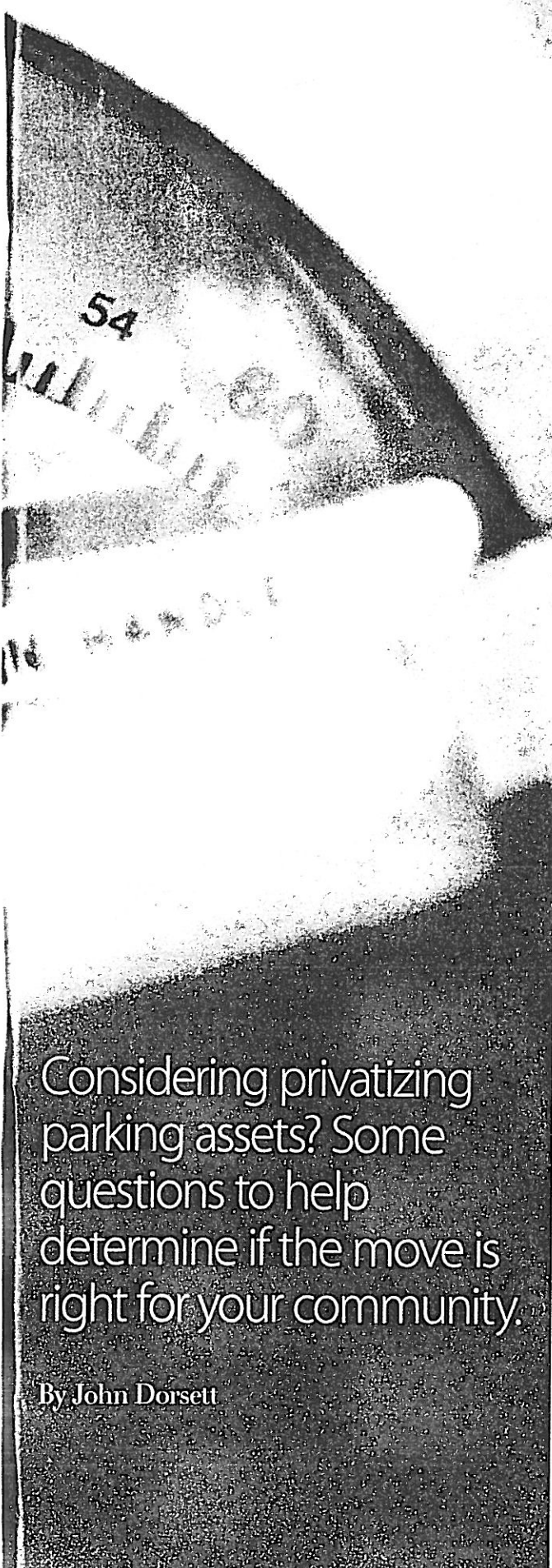
Financial Impact Recommendation

Title: Privatize Parking Assets

Description: See attached article

Estimated Time to Initiate: Unknown

Estimated Financial Impact: Unknown



Considering privatizing parking assets? Some questions to help determine if the move is right for your community.

By John Dorsett

Facing decreasing tax revenues and budget deficits, state and local governments are considering monetizing public parking assets, which is a form of public-private partnership in which the value of the assets are turned into readily available cash. Although monetizing public parking assets can be effective, the move presents a set of unique challenges and opportunities for government officials.

Under a typical monetization transaction, government and investment bodies enter into a concession or lease agreement that provides the investment body with certain operating rights, risks, responsibilities and cash flow, while the governmental body receives a significant up-front payment and/or a series of payments at prescribed intervals. The typical term of a monetization lease or concession agreement ranges anywhere from 20 to 99 years.

Over the last five years, Chicago has concluded two public parking asset monetization deals — the first and only two in the nation, so far. Those transactions included four downtown subterranean parking garages totaling more than 9,100 parking spaces and a 36,000-space parking meter system.

For the most part, one of the transactions was successfully concluded without much fanfare. However, the parking meter concession has been fraught with scores of criticism from both the public and private sectors. Nevertheless, other cities, including Indianapolis, Los Angeles, and Pittsburgh, are in various stages of exploring the idea for their parking assets.

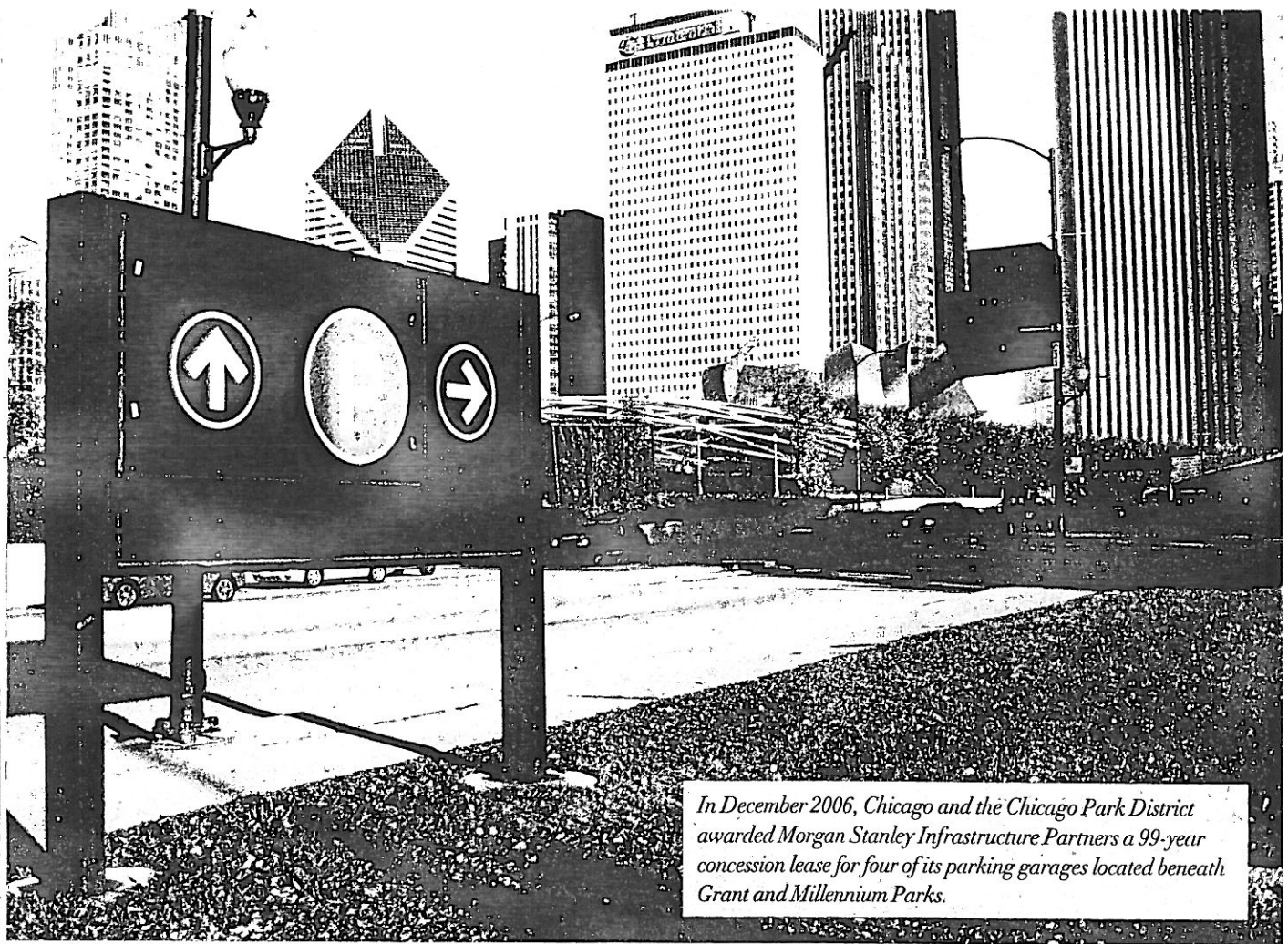
CHICAGO'S EXPERIENCE

The first monetization of a public parking system in the country occurred in December 2006, when Chicago and the Chicago Park District awarded New York-based Morgan Stanley Infrastructure Partners (MSIP) a 99-year, long-term concession lease for four of its parking garages that are located beneath Grant and Millennium Parks. The bid was for \$563 million, and the transaction paid off outstanding parking garage bonded debt and provided funding for capital improvements. MSIP receives the revenue from the parking facilities and is obligated to operate the off-street parking system and rebuild the assets.

Chicago monetized the second public parking system in December 2008 in a second agreement with MSIP. It was a 75-year lease concession agreement for 36,000 parking meters. Chicago received a \$1.156 billion fee, and MSIP operates and maintains the parking meter system and collects the revenue from it.

DO YOU WANT TO PRIVATIZE PARKING?

Although Chicago's Mayor Richard Daley has been under fire for his decision to monetize the city's metered parking system, he has nevertheless set out a model for



In December 2006, Chicago and the Chicago Park District awarded Morgan Stanley Infrastructure Partners a 99-year concession lease for four of its parking garages located beneath Grant and Millennium Parks.

all subsequent parking-related monetization transactions. Unlike toll roads or wastewater treatment facilities, monetizing parking assets is new, and the marketplace is quickly learning what works and does not work, and it is rapidly modifying its approach accordingly.

There are several considerations in such a move:

- The general public may more readily accept parking rate increases when the increase is preceded by an upgrade in technology that affords an additional level of convenience, such as the ability to pay by credit card.
- Constituents desire transparency. Moreover, even though an administration musters the votes needed to approve a long-term concession agreement, there will almost certainly be criticism during or after project implementation — something the administration must anticipate and plan a response to.
- Monetization transactions typically require city council approval, and in most cases, if the council members are not on board with the administration, the transaction will not go through.
- Customer service is critical because the change can create new problems and inquiries, and the concessionaire must be equipped to deal with emerging developments in an effective, efficient and friendly manner.
- A transition plan is a must. The private sector cannot effectively take over the operation of the public parking

asset without a plan that establishes how the control of the public parking assets will change from public to private.

- The details of the concession agreement must suit all parties. Deals can be perceived to be “winners” or “losers” based on the fine points of the agreements. Each agreement is customized, and all parties must actively participate in negotiations until a mutual agreement is reached.
- Has your community steadily increased parking rates for some time? Assuming that parking rate increases are long overdue, does your community have the political will to stomach steep parking rates increases? If so, you may need the private sector to help you increase your parking rates. It is common for cities not to have implemented rate increases for long periods of time, even 20 or 35 years.
- Concerns have been expressed about cities giving up significant revenue streams for many years. Shorter concessions and concessions that offer revenue sharing will likely receive less objection.

IS YOUR COMMUNITY READY TO MAKE THE MOVE?

Remember, each transaction has its own strengths and weaknesses, and only by negotiating a judicious agreement with the private sector can a government entity protect stakeholder interests. Parking monetization is not necessarily a zero-sum game. Although there can be

winners and losers in a parking monetization transaction, agreements can be constructed where both parties benefit. They can be a winning deal for the administration as well as the constituents if properly thought out and constructed.

Project participants' motives can play a significant role in guiding the final form of the transaction. Answer the following questions before discussing monetizing public parking assets with private contractors:

- Why is the community considering monetizing its parking assets?
- Is the community unwilling to rely on the public sector to meet its objectives? If so, why?
- Is the community willing to set aside significant up-front money to study the merits of a parking monetization transaction, or requiring its financial advisor to work on a 100 percent contingency fee basis?
- Will the community's interests be protected if advisors are working on a contingency fee basis?
- Before spending taxpayer dollars and consuming the time of both public and private parties, is there an adequate amount of harmony and cooperation among the elected officials to successfully conclude a parking monetization transaction, or is this a "pipe dream?"
- Parking monetization attracts significant media attention. Are you prepared to explore the possibilities of a parking monetization in an open, transparent environment?



After receiving \$2.2 million for the 10-month study, the city of East Monroe is now looking for a private contractor to manage the parking lot. The city is currently in the process of evaluating the project's feasibility as the city's first parking lot.

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- If you have decided that a parking monetization is right for your community, what opportunities will you make available to the public to explore the details of the contemplated parking monetization?

- How will the proceeds of a parking monetization transaction be used?

- Will funds be used to reinvest in the community's infrastructure or to satisfy short-term operating deficits?

- Are the elected officials motivated by re-election prospects and attempting to retain their power by using parking monetization as a way to address short-term problems at the expense of long-term revenue?

Parking monetization can be used effectively to serve constituent interests. Each transaction must be viewed on its own merits, but, ultimately, there can be winners and losers, and some transactions can be structured as win-wins. The responsible parties need to properly plan and critically evaluate each transaction before using a parking monetization as a tool way to raise money.

John Dorsett is senior vice president and director of the Consulting Resources Group for Walker Parking Consultants in Indianapolis.

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Financial Impact Recommendation

Title: Fire Fight

Description: See attached article

Estimated Time to Initiate: Unknown

Estimated Financial Impact: Unknown

Fire FIGHT

As a matter of political gospel—and survival—firefighters are sacrosanct. No matter the depths of a municipality's budget crisis, neither the firefighters' ranks, pay nor benefits are touchable. There are no reductions in force for firefighters. And yet, in cities all across the country, that's exactly what has been happening. The men and women in red are becoming as vulnerable to budget cuts as other municipal employees.

The new landscape has clearly been shaped by the brutal fiscal conditions in localities. In an era of such severe economic uncertainty, high-level municipal officials—elected and otherwise—have not been shy about portraying firefighters as a group that has vacuumed up more than its fair share of municipal resources—whether it's for salaries, equipment and firehouses, or for some of the most generous retirement packages offered by local governments today.

But other factors have contributed to the new view, and one is a question of efficacy. There's a growing discussion about whether—in

In small and large cities alike, firefighters have gone from heroes to budget bait.

By Jonathan Walters

a world with fewer fires and more emergency medical-related incidents and automobile accidents—firefighters are deploying resources to maximum effect.

Right now, the cost of paying a firefighter is foremost on city officials' minds. Take San Jose, Calif. Over the past decade, the cost of firefighter wages and benefits in the big California city has increased 100 percent, while city revenues have only risen by 20 percent, according to Michelle McGurk, a spokeswoman for the mayor's office. The average firefighter, she says, now costs the city more than \$180,000 per year. Moreover, the highest-paid employees in San Jose aren't high-level officials—or even the city manager—but upper-level members of the city fire service. Firefighters with 30 years of service can retire as early as age 50, with 90 percent of their salary.

That was just the beginning of the tough line that the San Jose mayor's office took when it handed out pink slips to 49 firefighters

summarily rejected the idea, arguing that the city wasn't in as bad fiscal shape as it claimed and that firefighters were being asked to bear more than their fair share of cuts.

Painting firefighters as something of a pampered class—well paid with retirement packages that would be the envy of anyone in either the private or public sectors—would have been unheard of just a few years ago. Today, it's a widespread practice. After spending nearly a decade on a post-9/11 pedestal, the profession recently has been on the receiving end of more stringent scrutiny. Government officials and the public they represent appear to be taking a much harder look at exactly what they are buying when asked to spend bigger and bigger bucks on firefighters, firefighting equipment and emergency response.

In cities where firefighter layoffs haven't occurred, it has frequently been due to concessions wrung from unions—despite unions' reputation as tough negotiators. But it's not that the unions have caved in easily to city demands. In Jacksonville, Fla., for instance, the firefighters' union at first rejected a contract calling for a two-year, 2 percent pay cut, and that for the first

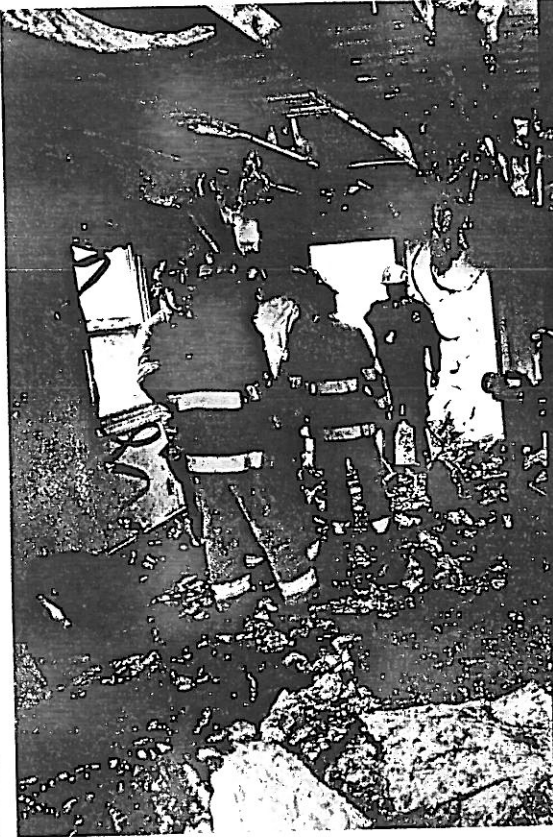
time ever required single firefighters with no dependents to contribute to their health insurance. In the face of rejection, the city promptly followed through on its threat to lay off 15 firefighters, a messy process that involved bumping another two dozen active firefighters to lower-level jobs.

The move was the culmination of several years of tough budgets for Jacksonville, says Misty Skipper, a city spokeswoman. In a city looking at escalating employee costs of 20 percent in the next five years, it means that every employee in government must sacrifice. It's part of a new reality. "In the past, our public safety sectors—police and fire—have essentially been held harmless," Skipper says. "This year we knew the gap couldn't be addressed just through nonpublic safety areas."

In the face of layoffs, the Jacksonville firefighters' union capitulated. Besides the 2 percent pay cut, single firefighters without dependents will now contribute 5 percent

to their health-care coverage. While the 15 laid-off firefighters were reinstated with the recent ratification of the firefighters' contract, the city will still eliminate 15 fire and rescue positions through attrition.

"Obviously, a pay cut is never good, especially when you're already on the low end of the pay scale," says Randy Wyse, president of the Jacksonville Association of Firefighters. (Starting pay for fire and rescue personnel in Jacksonville is just more than \$34,000, with additional pay available for medical training, fire-



Painting firefighters as a pampered class would have been unheard of just a few years ago.

DAVID KIDD

last fall, a decision that the city laid directly at the feet of the San Jose firefighter's union, Local 230. "Let me be very clear," McGurk says, "we didn't have to lay off firefighters. It was the decision of Local 230. They could have come through with concessions."

With an open contract—the firefighter union's collective bargaining agreement expired in June 2009—the city asked Local 230, along with all other city unions with open contracts, to give back roughly 10 percent in wage and benefit concessions in a deal that would have saved the 49 firefighter positions. But Local 230

fighting-related educational advancement and longevity.) "But my members understood the economic times and responded."

What irritates Wyse about the firefighter cuts—over and beyond the sacrifice his members are making—is that in his view, the city is spending millions to keep its professional football team, the Jaguars, happy, and to develop local amenities like a \$600,000 riverwalk. Given that, Wyse thinks the city has the cash for luxuries while it squeezes public safety. He is inclined to label the city's budget crisis "contrived."

Even if city resources may be somewhat constrained, he says, "there's no recession in demand for our services." The number of fire and emergency medical services (EMS) calls is increasing every year. Firefighters are, he says, "becoming the first line in someone's health care."

If Jacksonville—a consolidated city/county government experiencing less budget pain than most large municipalities—is forcing cuts to fire and rescue, it's easy to predict what's going on in the rest of the country. The litany of cuts, compromises, give backs and service reductions is astonishing.

In the wake of losing 23 firefighter positions in the summer of 2010—an almost 25 percent reduction in manpower—Lowell, Mass., is now counting heavily on mutual aid from surrounding towns for fire suppression services. Firefighters in Muskegon, Mich., ratified a three-year contract that allows the use of more part-time firefighters. In Baltimore, firefighters were given the option of taking five to eight furlough days or risk losing 100 positions. In Elgin, Ill., a Chicago suburb, firefighters agreed to a "no raise, no layoff" contract for 2011 that also reduced its minimum staffing level from 36 to 34, saving the city a reported \$750,000 a year.

In Newark, N.J., firefighters joined in a court challenge at the end of last year to contest a city budget that called for laying off hundreds of municipal employees, including two dozen firefighters. San Diego instituted a "rolling brownout" system, whereby certain firehouses are temporarily closed—an initiative that takes more than one-tenth of the city's fire and rescue complement off the street each day, saving the city nearly \$12 million per year. Meanwhile, New York City Mayor Michael Bloomberg recently unveiled a plan to significantly reduce municipal manpower—a plan that includes closing some fire stations at night. He is also embracing a proposal by the New York Fire Department to charge motorists up to \$490 to respond to accidents and car fires.

"It's one of the most challenging times I've ever seen," says Tom Wiczorek, former city manager for Ionia, Mich., and now director of the International City/County Management Association (ICMA) Center for Public Safety Management. In the past, police and fire support staff might have gotten cut, Wiczorek says, but usually front-line police and fire were kept whole. "We're now seeing communities that have been cutting budgets for the past eight years," he says, "but you can only cut parks and recreation so much." Given that 40 to 80 percent of municipal budgets go to public safety, it was inevitable that cuts would eventually hit uniformed services.

Rethinking the Firefighting Game

There are new ways for fire and rescue services to think about the job. One leading proponent of that rethinking is Jeff Johnson, former president of the International Association of Fire Chiefs and recently retired chief of Tualatin Valley Fire and Rescue in Oregon—the second largest fire district in the state, encompassing Nike World Headquarters. Here are some of his thoughts:

1 Think regionally. There are places where you could easily combine two, three or four departments. The cost of a "fixed station" is significant, so potential savings from consolidation of stations are equally significant. "In places where you have stations a couple of miles apart and each does about two runs a day, you should start asking about the cost of each community 'having their own,'" Johnson says.

2 Beef up the use of technology. For example, traffic cameras can scope out accidents prior to dispatch. That way, if you have a call for an accident on the freeway and you see that everyone is out of their cars and unhurt, you roll accordingly. "It allows you to stop carpet-bombing and start using a surgical approach to response," he says.

3 Let the data speak. "Over the past 15 years, we've developed computerized reports with lots of data, but not many people are using it to do what we do better," Johnson says. For example, Johnson asked for an analysis of 10,000 fire alarm activations in his district. Two, it turned out, were actual fires. In fact, most fire and rescue calls are for minor incidents or false alarms. In response, Johnson instituted a response protocol whereby four small SUVs manned by a single paramedic now initially respond to most calls—because most calls don't need a full FireMatic or emergency medical response. The "fly cars" handle calls like smoke alarm activations, smell of smoke, abdominal pain and so forth. "Why should a firehouse empty out when it's a 2-in-10,000 chance that the alarm is serious?" Johnson asks.

4 Work with your rank and file. Making significant changes in how the fire service does its work requires a high degree of cooperation with front-line staff. It starts with relationships based on truth and integrity, Johnson says. "Firefighters and management don't lie to each other, and they don't ambush each other. Otherwise it's a full-on fist fight. And that's not helpful to anyone."

One of the big questions right now is whether the fire service is actually learning anything amid the constant threat of cuts, especially about smarter ways to deploy resources in an era of shrinking budgets and departments. While police departments, especially in larger cities, have embraced a more sophisticated and data-driven approach to the work they do—allowing them to maintain relatively high performance levels—there's been less willingness on the fire service's part to embrace data as a way to revamp how fire suppression, EMS and other calls are handled.

For the most part, firefighting is still based on geographically distributed, fixed stations staffed by a set number of personnel who stand by and wait to be dispatched when needed. For the fire

says Bruce Hoover, chief of the Fargo Fire Department in North Dakota. Fargo's protocols used to mirror San Jose's exactly. But now Fargo fire trucks only roll if "there's bleeding, breathing complications or trauma," Hoover says. "We now only respond for true medical emergencies, and that's cut our run count back by 1,000 a year, and has kept apparatus and manpower in place for real emergencies."

But asking tough questions about manpower and deployment is difficult for many municipal officials who don't feel confident tangling with the community's best and bravest. A way to do that, however, without going toe-to-toe with the fire service, Wieczorek says, is simply to ask departments for solid, up-to-date data on demand, along with what measurable results a city is getting for its fire service dollars.

What most municipalities will find when they start asking good questions about budgets, deployment and service demands is that there aren't many answers to those questions. "We are routinely called into communities to look at manpower and deployment," Wieczorek says. "We find across the board in small and large jurisdictions that data is either nonexistent or totally wrong."

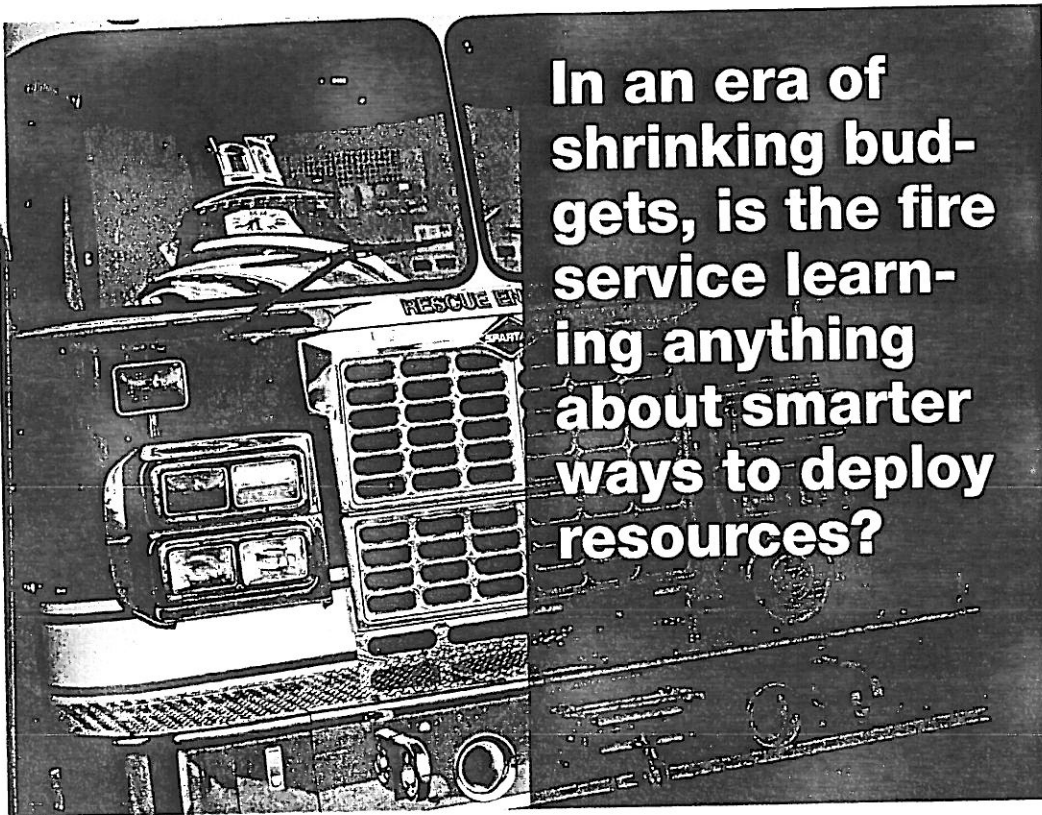
What drives firefighting in the U.S., for the most part, is long-standing practice, not good, current information on what's actually happening on the ground, including number of calls, response times, seriousness of the incident, geographical distribution and time of day, all measured in relation to the geometry of fire service manpower, equipment and deployment.

For example, in one jurisdiction that asked the ICMA to come in and do a thorough analysis of demand, resources and deployment, the ICMA team looked at the busiest five minutes the fire department had in a year. What did the team find? Even at its busiest moment of the year, the city still had seven idle units standing by ready to respond, with 28 available firefighters. Those are just the sorts of analyses—in combination with the current budget crisis—that have emboldened policymakers and budget writers to start asking tougher questions about what fire departments really need and how they do business—and asking them to either hold the line on budgets or cut back.

Looking at both budgets and at more creative and data-driven ways to handle staffing and deployment are key. "Don't get caught up in the hysteria trap of believing that if you pursue things like brownouts and budget cuts that children are going to die and senior citizens will burn up," Wieczorek says. "That might happen, but only if we keep doing business in the same old ways." **G**

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In an era of shrinking budgets, is the fire service learning anything about smarter ways to deploy resources?



DAVID KIDD

service to continue to perform in these leaner times, Wieczorek says, it is now going to have to actively embrace change—and that's not something that comes easily to the fire service. "The old saying in the fire service," Wieczorek says, "is '100 years of tradition unimpeded by progress.'"

One of the most significant and widely recognized changes in the fire and rescue service is that on average, most calls to fire departments now are for medical emergencies and not fires—running about 80 percent EMS to 20 percent fire in most jurisdictions where the fire service handles both. At the same time, most calls are either false alarms or not particularly serious. Yet too few fire departments have adapted very well to these realities. For example, San Jose still sends an attack pumper with a full complement of four firefighters to all emergency medical calls.

Tying up four firefighters and a rig for what usually winds up being minor medical emergencies doesn't make any sense,

Financial Impact Recommendation

Title: Canton Goes to Court

Description: See attached article

Estimated Time to Initiate: Unknown

Estimated Financial Impact: Unknown

Problem Solver

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WIKIPEDIA/DANIEL SCHWEN

Chicago Goes to Court

To cut costs and save face, police misconduct cases are going to trial—all of them.

By Heather Kerrigan

In 2009, Chicago's court system was hopelessly clogged by cases alleging police misconduct. For years, the city's Department of Law had watched as the number of misconduct allegations crept upward. With the increasing strain on municipal resources, Chicago's attorneys were forced to settle many cases out of court, which reflected poorly on the city's bottom line and police force.

But Chicago found a somewhat counterintuitive way to save money and save face—by taking every single police misconduct case to court.

In July 2009, Chicago Superintendent of Police Jody Weis wrote to James F. Holderman, chief judge of the U.S. District

Court for the Northern District of Illinois, to notify him that the city would be changing its strategy for dealing with lawsuits filed against police officers. Rather than settling these cases out of court, the city would take them to trial.

"I have asked the Department of Law to litigate those cases which would have been settled [as] a matter of financial concern," Weis wrote. "If plaintiffs know their complaint will in fact be litigated, more focus and concern will be given to the factual validity of the complaints signed."

In other words, if plaintiffs knew they'd have to go before a jury, they'd be less likely to file frivolous misconduct cases. Plaintiff attorneys knew the city's

reputation for settling out of court, and the Police Department thought the lawyers had come to view misconduct cases as easy wins.

After reviewing the city's settlement strategy, the Law Department came to the same conclusion that the police had. But there was a problem: Taking every case to court would require resources well beyond what the city could afford. Given the available staff, there simply was no practical, in-house way to try every case brought against an officer.

So the city turned to private-sector firms to find defense attorneys. The move wound up saving money. Thanks to the recession, the firms weren't picky

with how they got paid. Rather than paying the lawyers an hourly rate, the city developed a bulk-case program. Any eligible law firm chosen by the city would receive a flat fee per case, plus a bonus if the city won the case. Firms hired by Chicago were required to build up each case and take it to trial—they were prohibited from settling cases out of court. “By paying them that flat fee, that actually made this much more cost-effective for us,” says Jennifer Hoyle, public affairs director for the Law Department.

The standing contract, which currently involves 14 different law firms, pays the firms \$35,000 per case in monthly installments over two years, plus a \$15,000 bonus for each win. Not every case goes to outside attorneys. The private firms mostly handle small-exposure cases—those seeking damages of less than \$100,000—which the city considers defensible.

The move is working better than anyone had anticipated. In the first year after the city began taking every case to court, the number of federal civil rights cases filed against police officers dropped by

almost 50 percent. In addition, cases brought against officers are being voluntarily dismissed at higher rates. In 2009, about 18 percent of plaintiffs voluntarily dropped their case. By October 2010, nearly 46 percent of plaintiffs dropped their case. The Department of Law told the city that the results are “nothing short of astonishing.”

Even when the city takes a case to trial, it’s still paying less money than it had when it settled out of court. In 2010, the city was projected to pay approximately \$1.7 million in case settlements. In 2008, it was \$9 million. Farming out every single case to private counsel would still cost only about \$5 million per year in flat fees and bonuses, so the city comes out ahead. The Law Department attributes the overall savings to the decreased number of lawsuits filed—and it expects that downward trend to continue. If the number of cases continues to fall, so will the legal expenses.

The savings presented by the city have in some cases drawn criticism from plaintiffs’ lawyers. The lawyers argue that they

would have been willing to settle out of court for less than what was awarded to a plaintiff at trial. Add to this attorneys’ fees and trial costs, and some have argued that the city loses money. However, the declining number of cases still leads to overall savings for Chicago.

The feedback from those most closely affected—law enforcement officers—has also been positive. They had long advocated for small federal civil rights cases to go to trial, in some instances arguing that settling the cases reflected poorly on individual officers’ performance, especially if a trial would have proven that the officer had acted appropriately. As Weis stated in his 2009 letter to Holderman, officers had raised “concerns that their reputation is being tarnished, they are not allowed to clear their names, and, that criminal defendants are using civil litigation to either assist their criminal defense or to intimidate the officers from conducting lawful enforcement activity.” Thanks to the new strategy, that mentality is changing. **G**

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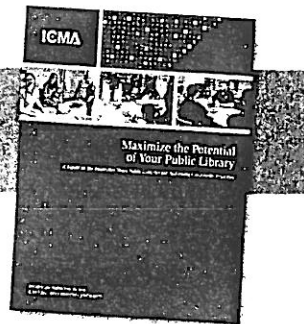
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Financial Impact Recommendation

Title:

Description: Support Ohio Senate Bill #5

Estimated Time to Initiate:

Estimated Financial Impact:

Financial Impact Recommendation

Title: Canton 2011

Description: See attached article

Bigger is not always better. Expanding the service area is not always the answer.

Estimated Time to Initiate: Unknown

Estimated Financial Impact: Unknown

By Tod Newcombe



according to *The Economist*. "The existing infrastructure serving rail commuters is already under heavy strain. If a natural disaster or terrorist attack knocks out the current tunnel, there's no backup. That would be devastating for the region's economy."

It is widely believed that Christie's main motivation was to take the tunnel's billions of dollars and replenish the state's impoverished highway trust fund, thus avoiding politically damaging gas tax increases. By canceling the project now, however, Christie is missing out on the lowest interest rates for construction costs in decades, condemning his citizens to a future of overcrowded trains and putting a ceiling on the growth potential of his state. For the moment though, Christie has won accolades for his fiscal austerity rather than condemnation for short-changing his state's economic future.

Still, even with prominent leaders receiving praise for canceling projects and rejecting federal billions, other major infrastructure projects remain intact, even those involving trains and federal money.

In Los Angeles, Mayor Antonio Villaraigosa is pushing his 30/10 Initiative, which proposes to build 12 essential transit projects in the region in 10 years rather than a projected 30, using an already referendum-approved half-cent sales tax as leverage to seek federal loans. He's taking a page from Denver's FasTracks expansion program, which sought a similar rapid enlargement of its transit system.

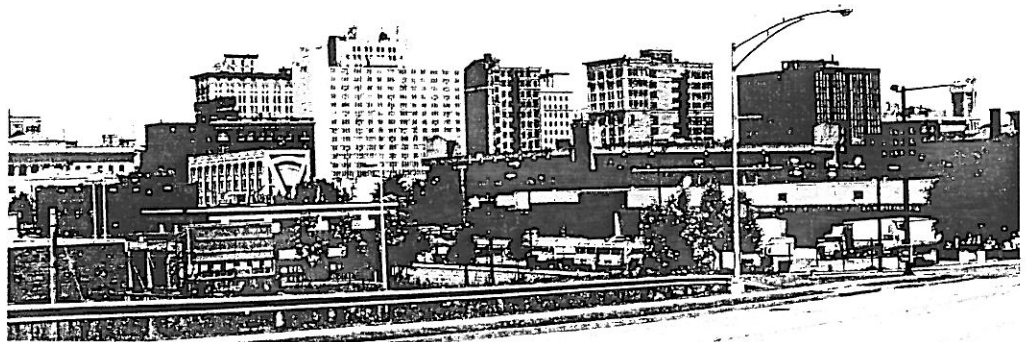
How all these efforts fare in the next few years will say a lot about the state of the economy and the political climate intimately associated with it. The U.S. is typically said to suffer from an infrastructure deficit, which is true; we're certainly spending far less than China or even Western Europe as a percentage of our economy. It would help us gain cohesion as a society to return to essential conceptions of infrastructure, as necessary investments for a strong future, when such projects are well conceived and well executed. **G**

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Burnishing That Rust Belt Look

Step aside Boston, New York City, San Francisco and Seattle. Sorry, but you're just not cool anymore. These days, you need to have crumbling roads, triple-decker apartment buildings, old-fashioned neighborhood bars and lots of rust to gain any hipster cred. When Anthony Bourdain, host of the trendy travel and food show *No Reservations*, passes up Tuscany, Provence and Barcelona to visit Baltimore, Buffalo and Detroit, you know the Rust Belt has arrived.

The "rust is chic" movement has been around for a while, but thanks to blogs and online magazines, such as RustWire.com, a certain fascination with places that have fallen on hard times like the Rust Belt—which stretches from the Midwest through



the mid-Atlantic and up into the Northeast—has taken hold. Part of it is the scruffy, industrial look. It may also be a rejection of cities with gleaming condo towers, bistros and boutiques that were once so trendy yet now seem so frothy and fake in the wake of the economic meltdown.

But the other fascination is the defiance these Rust Belt cities have shown. Many of them, such as the gritty cities Bourdain visits, reflect a rebellious attitude. Youngstown, Ohio, has to be the poster child of this stance. Once part of America's steel manufacturing hub, Youngstown went into a death spiral as the industry collapsed in the mid-1970s. Today, Youngstown's population is 75,000, less than half of its original size, and is 43 percent vacant.

Yet nearly 10 years ago, the city made the bold decision to embrace its new shrunken state rather than put time and money into trying to grow back. Public officials created a master plan, called Youngstown 2010, that envisioned a smaller, but thriving city with a more diversified economy. Indeed by 2010, certain elements of what Youngstown could become were falling into place.

The downtown area has come back to life, and more importantly, economic development has begun to take hold, delivering an interesting range of jobs to the area. The Youngstown Business Incubator (YBI) has played a key role, providing free or reduced rent and equipment to startup software companies. Ohio provides a large chunk of the YBI's funding, and the payoff so far is about 300 technology jobs.

Recently, software firm Reserve Data in Silicon Valley, Calif., pulled up stakes from pricey San Francisco and opened shop in inexpensive Youngstown, trading California's Bay Area chic for Rust Belt grit. The number of jobs that follow may be modest—50 to 100—but the staff will be able to enjoy Youngstown's unique social scene, which includes the Rust Belt Brewing Co., located in an old train station.

Meanwhile, Youngstown's manufacturing tradition isn't over yet. French company Vallourec announced plans to invest \$650 million in a steel manufacturing facility that will put another 350 people back on the payroll. How chic—sorry, "gritty"—is that? **G**

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Financial Impact Recommendation

Title: EMPLOYEE CHALLENGE

Description: Should public office employees unplug computers, printers, fax machines, coffee pots and TV's at closing time, and use the kind of light bulbs that conserve electricity, this small inconvenience would result in savings on the electric bill. (I do it at home and save \$20 a month.) Also reducing the office thermostat to 68 degrees at night cuts costs.

Estimated time to initiate: Ten minutes

Estimated financial impact. Conservative: \$10 savings per month per employee. A hundred employees equal \$1,000 a month, \$12,000 a year.

Contrary to the propaganda, unplugging does not damage the machines.

Financial Impact Recommendation

Title: Clean and neat environment

Description: Change jail time to public service time. Jobs: Collect the debris along the freeway; weed the city flower beds along No. Market and elsewhere, wash and polish police cars, fire trucks, and city vehicles. This will reduce the cost of keeping non-violent offenders in jail. The current DUI program is bogus. Watching films on the ills of intoxication never cured an alcoholic. Work and fresh air are more effective.

Estimated time to initiate: Two weeks.

Estimated financial impact. Conservative: Could save the jail about \$300 a month, \$3600 a year. The court could still impose a fine, but delete jail time. This would be beneficial not only for the offender, but also for the taxpayer.

Financial Impact Recommendation

Title: GRANT MONEY IS TAXPAYER MONEY

Description: The recent hire of Pictometry International for \$399.953 to capture overhead images of properties in the 16th Congressional District was a waste of federal money. This can be done on any computer for free. I have looked at various properties out west as well as my own dwelling by using the GPS that automatically connects to a computer. Just type in the address. A computer literate person can give you the details. Real estate agencies often use this look-see.

Estimated time to initiate: Twenty minutes

Estimated financial impact. In this case, the \$399.00 grant money could have been saved or put to better use. Allegedly the images measure the height of the house for firemen. Get real. When the fire bell rings, nobody is measuring the height of a house. Should the police wish to watch a particular house, they can tap into this free web site at any time.

FINANCIAL IMPACT RECOMMENDATION

TITLE: Eliminate three maintenance inspector positions are documented in the new PMC financial analysis.

DESCRIPTION: The Property Maintenance Code newly established described in the financial analysis indicates that three positions are to be eliminated. Please fill other positions open within the City.

ESTIMATED TIME TO INITIATE: four months

ESTIMATED FINANCIAL IMPACT: \$201,000 in salary and benefits, 2 trucks, maintenance and gas. Estimated total impact \$210,000.

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FINANCIAL IMPACT RECOMMENDATION

TITLE: Council positions and re-districting

DESCRIPTION: Due to the declining population re-districting council to eliminate positions would seem appropriate. There shall be only 7 wards with only one-at large position.

ESTIMATED TIME TO INITIATE: One year

ESTIMATED FINANCIAL IMPACT: Salaries and benefits at \$27,000 each for \$108,000.

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Financial Impact Recommendation

Title: City of Canton – Income Tax Amnesty Program

Description: Collect outstanding income tax dollars via a program designed to the City of Cantons administration, but run by a 3rd Party Collection Agency.

Estimated Time to Initiate: 2 Weeks

Estimated Financial Impact: Thousands, perhaps hundreds of Thousands of past due dollars.

Financial Impact Recommendation

Title: Waste of envelopes, trees & landfill space

Description: Canton City Utilities & othe Depts. Forward return envelopes with statements. This practice should be discontinued for those who have automatic withdrawals from checking, savings accounts & charge cards. To implement this change the cost would probably outweigh the savings initially. However the savings will so on forever. Short term thinkers will say it can't or shouldn't be done, but Dominion Gas & American Electric Power have done it. Cost reduction is the initial goal but trees that are not lost to make the paper envelopes & the landfill space that is saved are the real benefits.

Estimated Time to initiate: 1-3 months would be my guess

Estimated Financial Impact: Savings are forever



CANTON
WILLIAM J. HEALY II, MAYOR

59.

FINANCIAL IMPACT RECOMMENDATION

TITLE: BANK CARD SERVICES FEES

DESCRIPTION: CONSIDER PASSING A FEE STRUCTURE ON TO THE CONSUMER

USING CREDIT CARDS FOR PAYMENT OF VARIOUS CITY SERVICES OR
BILLS.

LAST YEARS SALES AND SERVICES REPORT ATTACHED.

ESTIMATED TIME TO INITIATE: PROBABLY 6 months to a year

ESTIMATED FINANCIAL IMPACT: \$ 10,000 - 20,000.00

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov



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Canton City Hall
18 Cleveland Avenue S.W.
Canton, OH 44702

P.O. Box 242
Canton, OH 447
www.cantonohio.gov

BANK CARD SALES & SERVICE FEES REPORT							
MILLENNIUM PARKING DECK				CORNERSTONE PARKING DECK			
2010	TRANS-	4446 0208 5005585		2010	TRANS-	44460208 5005437	
MONTH	ACTIONS	SALES	FEES	MONTH	ACTIONS	SALES	FEES
JAN.	27	\$134.25	\$50.44	JAN.	39	\$692.50	\$54.78
FEB.	40	\$199.25	\$54.25	FEB.	49	\$934.00	\$57.38
MARCH	28	\$133.25	\$49.86	MARCH	36	\$1,003.50	\$53.92
APRIL	33	\$162.00	\$51.36	APRIL	30	\$953.50	\$52.40
MAY	14	\$68.50	\$46.47	MAY	44	\$921.00	\$55.88
JUNE	16	\$110.50	\$46.22	JUNE	49	\$1,168.00	\$58.08
JULY	22	\$105.50	\$48.94	JULY	47	\$1,036.50	\$57.09
AUG.	30	\$139.50	\$51.30	AUG.	55	\$1,140.00	\$59.35
SEPT.	28	\$214.50	\$50.28	SEPT.	43	\$899.50	\$55.96
OCT.	45	\$223.50	\$55.91	OCT.	55	\$1,161.00	\$59.19
NOV.	36	\$171.75	\$51.97	NOV.	28	\$1,022.00	\$50.71
DEC.	40	\$191.00	\$53.85	DEC.	37	\$954.00	\$54.34
2010 TOTAL	359	\$1,853.50	\$610.85	2010 TOTAL	512	\$11,885.50	\$669.08
			3%				5.6%
HEALTH RECORDS & NURSING				HEALTH DEPARTMENT YOUR PAY			
2010	TRANS-	ACCT. # 4446 0208 50106840		2010	TRANS-	ACCT. # 4446 0208 5004844	
MONTH	ACTIONS	SALES	FEES	MONTH	ACTIONS	SALES	FEES
JAN.	147	\$7,406.85	\$191.74	JAN.	0	\$0.00	\$113.19
FEB.	209	\$10,417.45	\$268.67	FEB.	0	\$0.00	\$58.50
MARCH	300	\$13,335.95	\$335.10	MARCH	0	\$0.00	\$58.55
APRIL	193	\$10,457.50	\$263.97	APRIL	29	\$1,055.00	\$65.88
MAY	178	\$10,531.00	\$283.91	MAY	62	\$2,275.00	\$92.37
JUNE	186	\$10,497.00	\$272.01	JUNE	70	\$2,455.00	\$96.54
JULY	195	\$9,936.00	\$256.49	JULY	62	\$2,195.00	\$90.16
AUG.	225	\$10,237.00	\$272.23	AUG.	83	\$3,120.00	\$111.97
SEPT.	158	\$7,645.50	\$216.36	SEPT.	56	\$2,080.00	\$85.87
OCT.	136	\$7,075.50	\$186.74	OCT.	31	\$1,035.00	\$66.22
NOV.	141	\$6,193.00	\$189.56	NOV.	51	\$2,130.00	\$87.90
DEC.	164	\$10,826.50	\$278.65	DEC.	38	\$1,370.00	\$69.95
2010 TOTAL	2232	\$114,559.25	\$3,015.43	2010 TOTAL	482	\$17,715.00	\$997.10
			2.64%				5.63%
INCOME TAX				INCOME TAX ONLINE CREDIT CARDS			
2010	TRANS-	ACCT. # 4446 0208 5001949		2010	TRANS-	ACCT. # 4446 0208 5003937	
MONTH	ACTIONS	SALES	FEES	MONTH	ACTIONS	SALES	FEES
JAN.	41	\$6,363.38	\$134.73	JAN.	208	\$26,741.83	\$553.87
FEB.	89	\$16,346.10	\$318.02	FEB.	214	\$25,406.63	\$510.32
MARCH	139	\$26,026.80	\$475.76	MARCH	198	\$21,825.07	\$461.86
APRIL	208	\$33,778.86	\$654.33	APRIL	355	\$58,906.02	\$1,138.12
MAY	21	\$3,501.84	\$88.57	MAY	235	\$40,734.32	\$814.68
JUNE	22	\$1,302.50	\$53.73	JUNE	153	\$20,185.79	\$438.65
JULY	32	\$3,419.48	\$84.68	JULY	216	\$27,125.90	\$578.92
AUG.	14	\$2,226.53	\$67.38	AUG.	200	\$18,625.81	\$396.07
SEPT.	21	\$1,416.07	\$51.71	SEPT.	180	\$16,055.39	\$357.87
OCT.	20	\$3,710.22	\$84.47	OCT.	244	\$26,216.02	\$559.24
NOV.	20	\$1,835.27	\$64.57	NOV.	227	\$17,578.78	\$386.48
DEC.	14	\$848.71	\$49.92	DEC.	217	\$19,992.12	\$443.65
2010 TOTAL	641	\$100,775.76	\$2,127.87	2010 TOTAL	2647	\$319,393.68	\$6,639.73

2.12%

1.08%

BANK CARD SALES & SERVICE FEES REPORT				CONTINUED			
TREASURER'S		CREDIT CARD MACHINE		BUILDING/CODE ONLINE CREDIT CARDS			
2010	TRANS-	4446 0208 5002095		2010	TRANS-	4446 0208 5004505	
MONTH	ACTIONS	SALES	FEES	MONTH	ACTIONS	SALES	FEES
JAN.	12	\$1,003.98	\$48.82	JAN.	175	\$10,834.34	\$372.24
FEB.	7	\$493.67	\$44.06	FEB.	148	\$9,429.69	\$307.61
MARCH	12	\$1,024.73	\$50.17	MARCH	103	\$7,978.64	\$247.37
APRIL	11	\$1,998.75	\$75.95	APRIL	101	\$8,214.65	\$263.02
MAY	11	\$1,342.42	\$57.87	MAY	92	\$7,546.98	\$246.77
JUNE	9	\$1,484.19	\$51.94	JUNE	92	\$14,598.45	\$451.24
JULY	6	\$771.64	\$44.02	JULY	95	\$12,716.58	\$411.78
AUG.	7	\$983.20	\$47.60	AUG.	99	\$13,693.15	\$439.93
SEPT.	13	\$1,820.94	\$72.38	SEPT.	109	\$8,153.26	\$273.51
OCT.	10	\$1,075.35	\$53.15	OCT.	216	\$20,536.89	\$672.89
NOV.	5	\$438.08	\$43.22	NOV.	70	\$5,870.86	\$209.29
DEC.	12	\$2,702.00	\$106.43	DEC.	52	\$4,223.58	\$156.25
2010 TOTAL	115	\$15,138.95	\$695.61	2010 TOTAL	1352	\$123,797.07	\$4,051.90

4.60%

3.18%



CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

60

FINANCIAL IMPACT RECOMMENDATION

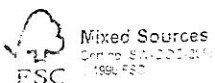
TITLE: ENCOURAGE ONLINE BANKING SERVICES TO PAY CITY BILLS.

DESCRIPTION: ATTACHED IS A CHART OF BANK FEE EXPENSES SHOWING HOW
MUCH CHEAPER IT IS TO USE ONLINE AND WEB CHECK PAYMENTS TO
THE CITY VS. SENDING PAYMENTS THRU THE MAIL TO THE LOCKBOX
ADDRESS, WHICH THE BANK PICKS UP AND PROCESSES. THE MONIES
QUICKLY BUT AT A HIGHER COST THAN USING ONLINE SERVICES.
CONSUMERS NEED TO BE EDUCATED ON OTHER WAYS TO PAY BILLS.

ESTIMATED TIME TO INITIATE: SIX MONTHS TO A YEAR.

ESTIMATED FINANCIAL IMPACT: \$ 40,000 to \$50,000 in fees.

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BUDGET WOES OVER BANK FEES EDUCATE THE CONSUMER

Bank fees are a continued issue of the annual budget, because of low interest rates, we utilize the City's monies in our bank accounts for "Earnings Credits". This is a method to pay for bank services using compensating balances at a higher rate than if we chose to invest the monies. Currently the rate of interest ranges from .01 % to .20 %, and the bank is giving us .51 % towards earned credits. Even though we are paying most of the bank fees with credits versus hard dollars, the annual billing for bank services cost the City over \$ 40,000 last year, therefore, we are constantly trying to save fees in our everyday banking. The following ideas could help defray costs:

Month	Utilities Lock Box Fees	Utilities Web Deposit Fees	Utilities Bank Draft Fees
01/10	\$3,524.19	\$10.00	\$11.43
02/10	\$6,771.94	\$10.13	\$11.56
03/10	\$8,441.36	\$10.00	\$11.95
04/10	\$4,857.50	\$10.00	\$11.43
05/10	\$4,502.02	\$10.00	\$11.43
06/10	\$5,009.92	\$10.13	\$11.82
07/10	\$4,632.60	\$10.00	\$11.30
08/10	\$4,911.32	\$10.00	\$11.17
09/10	\$4,801.28	\$10.00	\$11.95
10/10	\$4,479.08	\$10.00	\$12.47
11/10	\$4,924.84	\$10.00	\$11.69
12/10	\$4,707.64	\$10.00	\$11.95
	\$61,563.69	\$120.26	\$140.15

The charts to the left show the fees for 2010 for each of the 6 accounts. If we would choose to educate people to pay on their accounts using Web checks or bank drafts, the cost would be reduced immensely. Lock boxes are efficient but costly, they save manpower and get the mailed checks directly to the bank account quickly but at an expense.

Month	Income Tax Lock Box Fees	Income Tax ACH WH	Income Tax Online Payments
01/10	\$2,135.09	\$37.00	\$10.00
02/10	\$2,158.56	\$37.00	\$10.00
03/10	\$2,922.87	\$37.00	\$10.26
04/10	\$4,474.50	\$37.00	\$10.78
05/10	\$1,133.02	\$37.13	\$10.13
06/10	\$974.23	\$37.00	\$10.26
07/10	\$1,311.36	\$37.00	\$10.39
08/10	\$1,239.33	\$37.00	\$10.13
09/10	\$1,045.87	\$37.00	\$10.00
10/10	\$1,416.30	\$37.00	\$10.91
11/10	\$1,081.34	\$37.26	\$10.00
12/10	\$858.04	\$37.00	\$10.00
	\$20,750.51	\$444.39	\$122.86

2010	
Charges before credits	\$107,979.87
Annual Earned credits	-\$65,560.89
Net Cost Due	\$42,418.98

Income Tax eliminated some of Lock Box Processing which saved nearly \$40,000.00 by having checks deposited and back-up work sent on to office by bank to process.



THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

61

FINANCIAL IMPACT RECOMMENDATION

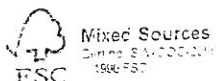
TITLE: CHARGE FOR SERVICES RENDERED IN THE INCOME TAX DEPARTMENT

DESCRIPTION: CURRENTLY, IT IS FREE OF CHARGE TO HAVE CITY EMPLOYEES
HELP TAX PAYERS FILE THEIR TAXES. MASSILLON CHARGES A
FEE OF \$ 5.00.

ESTIMATED TIME TO INITIATE: AS LONG AS LEGISLATION TO PASS THROUGH COUNCIL.

ESTIMATED FINANCIAL IMPACT: THIS COULD BRING IN \$ 5,000.00 or MORE

DEPENDING ON THE CLIENTS COMING TO THE OFFICE.
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THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

62

FINANCIAL IMPACT RECOMMENDATION

TITLE: USING OUR WATER FOR ANNEXATION

DESCRIPTION: THE CITY OF CANTON HAS ONE DEFINITE RESOURCE THAT OTHER
CITIES DO NOT HAVE, A GREAT WATER SYSTEM. USE IT TO ANNEX POPULATED
AREAS TO INCREASE INCOME TAX. SEE BAKIES V. CITY OF PERRYSBURG 2006
DECIDED BY THE OHIO SUPREME COURT. YOU CAN RE-ADJUST WATER AND SEWER
RATES TO STILL MAKE SURE ENTERPRISE FUNDS ARE MAINTAINED.

ESTIMATED TIME TO INITIATE: THE LAW SAYS 60 DAYS

ESTIMATED FINANCIAL IMPACT: POTENTIALLY MILLIONS OF DOLLARS CONSIDERING
ALL OF THE UNINCORPORATED AREAS THAT HAVE OUR WATER

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THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

63

PAGE 1 OF 2

FINANCIAL IMPACT RECOMMENDATION

TITLE: BETTER COMMUNITY AND ECONOMIC DEVELOPMENT

DESCRIPTION: IMPROVE THE CITY OF CANTON AS FAR AS BEING MORE INVITING

FOR BUSINESSES TO COME INTO THE CITY. I PERSONALLY KNOW OF TWO INDIVIDUALS

THAT CONTACTED ECONOMIC DEVELOPMENT ABOUT BRINGING THEIR BUSINESSES INTO

THE CITY OF CANTON AND WERE TREATED RUDELY AND DISREGARDED. ALSO I HAVE BEEN

AT TWO MEETINGS WITH THE PEOPLE FROM GERVASI WINERY AND ON BOTH OCCASIONS

THE CITY DEPARTMENTS WERE MORE FOCUSED ON THROWING UP ROADBLOCKS TO PROGRESS

THEN FINDING SOLUTIONS AND HELPING. THANK GOD THE PEOPLE FROM GERVASI ARE

VISIONARY, SMART AND FINANCIALLY SOUND, BECAUSE THE CITY DID ALL THEY COULD

ESTIMATED TIME TO INITIATE: _____

ESTIMATED FINANCIAL IMPACT: _____

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov



THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

24

PAGE 2 OF 2

FINANCIAL IMPACT RECOMMENDATION

TITLE: _____

DESCRIPTION: _____

TO DRIVE THEM OUT OF THE CITY. I BELIEVE THAT YOU AS MAYOR, SHOULD MEET

WITH ALL OF YOUR WORKERS FROM TOP TO BOTTOM AND ORDER THEM TO BE MORE

RECEPTIVE TO BUSINESS OWNERS, CURRENT AND FUTURE. I KNOW THAT THE CITY

HAS ALSO THROWN ROADBLOCKS TO PROGRESS UP IN THE FAIRCREST ANNEXATION AREA.

THIS IS A SOLVABLE PROBLEM.

ESTIMATED TIME TO INITIATE: IMMEDIATE

ESTIMATED FINANCIAL IMPACT: POTENTIAL TO BE VERY LARGE

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov

64
65

cantonohio.gov --root--

Financial Impact Form

By Tami Fleener

CANTON, Ohio — During last night's monthly budget meeting, Mayor William J. Healy II unveiled a new budget form that residents can fill out and send in to the Mayor's office. If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form. Please include a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and/or increased revenue. Please submit only one idea per page to the Mayor's office, attention: Derek Gordon — by February 25, 2011. An e-mail can be sent to derek.gordon@cantonohio.gov

TITLE: Workforce Optimization Assessment

DESCRIPTION: An in depth analysis of the city's current use of the Kronos Workforce Timekeeper solution. The primary purpose of the assessment is to understand specific business processes and then prescribe a solution in a way that drives rapid business value. The second purpose is to deliver an objective diagnostic of current state workforce management and other relevant business processes along with recommendations.

Assessments with other Kronos customers have uncovered additional savings with payroll inflation, payroll error, and absenteeism. Areas of improved process include budgeting and tracking of labor to projects and grants, better budget management and preparation, and reimbursement for billable services.

ESTIMATED TIME TO INITIATE: 2 to 4 weeks

ESTIMATED FINANCIAL IMPACT: >\$100,000

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Fri, 18 Feb 2011 10:35:14 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Combining of Code and Environmental Health (health department)

Description: Take the housing code enforcement duties from the building dept and place them under env health of the Canton Health Dept. Impact statement/financial study was done and turned in already. Some things may have changed such as financial impact but there are still two departments handling very similar issues, one with ORC authority (health) and the other through city ordinance (code).

Estimated Time to Initiate: 6 months

Estimated Financial Impact: 60-118k

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Fri, 18 Feb 2011 10:41:27 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Municipal Alternative Energy Revolving Loan Fund

Description: DSIRE (database of state incentives for renewables and efficiency) has funding sources for low to moderate income families to create a more energy efficient home at reasonable cost. This program would actually cost money for the city but would provide benefits down the road worth more to the citizen.

Estimated Time to Initiate:

Estimated Financial Impact:

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Tue, 15 Feb 2011 15:35:37 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title:

Description: Need to think more regionally. How to do more collaboration with county, other cities, townships, to cut duplicated costs especially on the administrative level and get more leverage with purchasing power. Install more cameras to monitor crime areas to reduce crime which is a deterrent to attracting business. Work with Municipal Court to impose more community service and less jail time. (use ankle monitors?) - and impose more community service to be meaningful and helpful to the city. Clean up the streets, parks, highway berms, exit ramps that are trash collection spots and make our city look bad. Get more rehab help to the addicts who live in our city to try to make them more productive. Has to include medication/ therapy, place to live and require they give back with community service. Add a visitors\' tax to the tickets at the Hall of Fame. They have money to expand, they should help the city they are in by giving back funds to improve our city. Suggest the Mayor be more polite in public. He passes people by without acknowledging their presence unless they are a politician, person of wealth or influence. He does not convey a sense of being OUR Mayor.

Estimated Time to Initiate: within the next 6 to 12 months

Estimated Financial Impact: hard to do this. Common people do not have tools to calulate.

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Tue, 15 Feb 2011 10:21:36 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Bulk Mailing

Description: This is for bulk mailing such as your backflow protection program. Use envelopes with NO windows (these are much cheaper). The labels do use more ink to print but still end up being cheaper than the envelopes with windows even adding the time to put them on. Put all letters for one property owner in ONE envelope instead of multiple envelopes. You may pay more for a heavy letter but it will still be less postage than you would pay for 12 or more letters. Put all backflow assemblies for each location on one letter. If this is impossible simply print an extra report and insert it. This also saves money by not having to print and mail 12 notices in one envelope. You have now reduced it to one or two. These simple steps will cut postage monthly. The cost on a monthly basis could be quite large.

Estimated Time to Initiate: Time to order envelopes and labels

Estimated Financial Impact: monthly savings

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Tue, 15 Feb 2011 08:34:27 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Trash Collection

Description: Let private trash companies come into Canton and pick up the trash. Over \$5 million dollars is spent on Refuse Operations that is ran by the city, privatize this function and money could be saved. In fact, the city could charge a small amount of money to refuse collectors for licensing fees and this will help the city gain some additional funding. Canton would be able to keep a small staff of Refuse Collectors for city owned properties; however, the residents would be able to be serviced by the private contractors. Jackson, Perry and even Massillon have outside contractors who collect the trash, why doesn't Canton.

Estimated Time to Initiate: Depending on the current contract with Refuse workers.

Estimated Financial Impact: At least \$2.5 million possibly more depending on the downsizing or elimination.

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Mon, 14 Feb 2011 18:05:48 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Eliminate Senior Citizen Income Tax Credit

Description: I think a good way to save money would be to eliminate the credit given to senior citizens on their city income tax returns. This credit is available to individuals over the age of 65, whether they are Canton residents or not. If a non-resident works in Canton City, they get a refund of the taxes taken out of their paycheck. I'm not sure of the total amount this could save, but the credit is up to \$200 for each senior citizen. I'm assuming this could add up rather quickly when both residents and non-residents are filing for refunds. This change could be put into effect with the 2011 tax returns.

Estimated Time to Initiate: Less than 1 year

Estimated Financial Impact:

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Tue, 15 Feb 2011 07:58:15 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Cutting the City Budget

Description: Most corporations when cutting the budget make a first pass at stopping pay raises, stopping promotion raises, and cutting employees pay by 5 to 10%. This is a hard line to follow but it also will let the tax payers know that you mean business

Estimated Time to Initiate: could be as soon as enacted

Estimated Financial Impact: should be seen as soon as enacted

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Tue, 15 Feb 2011 08:11:02 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Budget savings

Description: Get rid of city code department. Those gansters ran all bussinesses out of the city and now will run all landlords out also. Half of Canton is a welfare city and the other half a crime city.

Estimated Time to Initiate: one day.

Estimated Financial Impact: one month.



THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

73

FINANCIAL IMPACT RECOMMENDATION

TITLE: LIMIT CITY INCOME TAX REFUNDS TO \$ 5.00 OR OVER.

DESCRIPTION: CURRENTLY REFUNDS ARE ISSUED FOR OVER \$1.00

BY THE TIME THE PAPERWORK IS PREPARED AND

SUBMITTED, AND THE CHECKS ARE ISSUED AND

MAILED TO TAX PAYERS, THE EXPENSE IS ALREADY

MOUNTING, THEN YOU HAVE PEOPLE THAT DO NOT CASH

THE CHECKS AND THEY HAVE TO BE DEALT WITH IN

UNREDEEMED OR REISSUES. THIS EXPENSE COULD

BE REDUCED.

ESTIMATED TIME TO INITIATE: 6 months to a year, to allow for new
tax season legislation.

ESTIMATED FINANCIAL IMPACT: \$ 1,250.00

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Thu, 24 Feb 2011 13:37:53 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: Elimination of Health Care for City Council

Description: Eliminate Health Care for all City Council members. It is a part-time job.

Estimated Time to Initiate: ASAP

Estimated Financial Impact: 50,000



THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

75

FINANCIAL IMPACT RECOMMENDATION

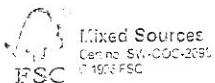
TITLE: ELIMINATE LONGEVITY PAY

DESCRIPTION: _____

ESTIMATED TIME TO INITIATE: As soon as possible

ESTIMATED FINANCIAL IMPACT: Thousands of dollars

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov





THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

76

FINANCIAL IMPACT RECOMMENDATION

TITLE: FURLOUGHS ACROSS THE BOARD

DESCRIPTION: Have everyone do furloughs, not just certain departments or employees
EVERYONE/EVERY DEPARTMENT

ESTIMATED TIME TO INITIATE: Immediately

ESTIMATED FINANCIAL IMPACT: I don't know everyone's salary, but if everyone
pitched in to take furloughs it would have to be a significant amount of money.

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov

Subject: Financial Impact Idea
From: [REDACTED]
Date: Wed, 16 Feb 2011 22:43:25 -0500
To: <derek.gordon@cantonohio.gov>

Hello Mr. Derek Gordon,

I wanted to submit an additional idea for your review.

Title: Business Plan Competition

Description: The city of Canton will host a business plan competition for local citizens and other area residents to compete in. The goal will be to promote and support potential new businesses in the city of Canton. There will be established criteria for all participants to adhere to in terms of their potential business ventures. The purposed business ideas must meet the following measurements in order to receive consideration for entry:

- 1) The purposed business must create a minimum of 15 to 20 jobs
- 2) The location must be within 1 to 3 miles of downtown Canton
- 3) Identifiable benefits for community
- 4) Three year feasible financial plan of producing over a minimum \$200,000 in revenue
- 5) Fall within the following categories of Energy, Technology, Manufacturing, or other.

The Business Plan Committee will be comprised of local business leaders in areas of insurance, legal, banking, real estate and retail. Each accepted business plan will be carefully reviewed by the members of the committee for feasibility and benefit towards local revenue generation. The winner of the competition will receive free business support from members of SCORE and the local SBDA. In addition to the extra support, the city will work with local banking officials on a possible business loan for established start up costs. The city will provide as much assistance as possible towards successfully launching this business due to the identified benefits of the selected business. Other participants will be encouraged to work with the local SBDA and SCORE for future consideration and development within the city.

Essentially this competition will provide participants real-world opportunities to learn what's required to successfully launch a new business venture and foster local business innovation. To assist participants a Business Plan Template will be provided to guide them through the process of completing the plan and will ensure all required information is provided during their completion of the plan.

ESTIMATED TIME TO INITIATE: Six to 10 months for recruitment of volunteers and organizing / marketing of event.

ESTIMATED FINANCIAL IMPACT: Producing a minimum of 15 – 20 local jobs and tax dollars off generated revenue for the city of Canton.

FINANCIAL IMPACT RECOMMENDATION 2.DOC.docx	Content-Type: application/vnd.openxmlformats-officedocument.wordprocessingml.document Content-Encoding: base64
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Financial Impact Recommendation

Title: **Tree Ordinance**

Implement a registration fee for all tree trimmers who work within city limits and proof insurance so that when a need arises, one can call or go to a web site set up by the city and draw from there. The city has all rights to the wood and can also advertise the selling of a city dump truck load of firewood loaded as is, cut or uncut for a set fee. The list will be on a first call basis and all callers after that added to the list in the order of call and sell through the rotation as the wood becomes available. The tree cutters will have to meet standards of proper pruning, safe practice and safe equipment, or be disqualified from the list.

Estimated Time to initiate: N/A

Estimated Financial Impact: N/A

Financial Impact Form

By Tami Fleener

Released/Published: Feb 9, 2011

CANTON, Ohio — During last night's monthly budget meeting, Mayor William J. Healy II unveiled a new budget form that residents can fill out and send in to the Mayor's office. If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form. Please include a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and/or increased revenue. Please submit only one idea per page to the Mayor's office, 218 Cleveland Ave. SW, Canton, OH 44702 attention: Derek Gordon or by fax 330-489-3282 — by February 25, 2011. An e-mail can be sent to derek.gordon@cantonohio.gov or submit a recommendation anonymously online.

FINANCIAL IMPACT RECOMMENDATION

TITLE: SAFETY OFFICER, FIRE DEPT.

DESCRIPTION: ELIMINATE SAFETY OFFICERS POSITION IN FIRE DEPT.

THIS WAS A NEW POSITION CREATED APPROXIMATELY 10
or 12 YEARS AGO. THE BATTALION CHIEF IN CHARGE OF THE FIRE COULD
DO THIS FUNCTION (THE WAY IT WAS DONE FOR MANY YEARS) OR THE
OFFICER OF THE RIT TEAM COULD DO THIS AS HE HAS NO OTHER FUNCTION
FOR EMS OPERATIONS THE EMS OFFICER COULD COVER.

ESTIMATED TIME TO INITIATE: Immediate

ESTIMATED FINANCIAL IMPACT: \$250,000 -- \$300,000 minimum per year

Financial Impact Recommendation

Title: Attracting Business, Educating Customers

Description:

Offer small and large business, local, national and global, the opportunity to display products and services in presently vacant downtown buildings. Three months free and afterwards a nominal fee for advertising/educational space.

Offer a team of set designers, artists, and other employees to construct and tend the displays, if employees of the company are not available. These artisans would be independent jobbers, paid by the business/industry that wishes to advertise its products and services. (The billing could be done by the project manager.) A selling point would be the thousands of visitors who attended the Hall of Fame festivities. (Don't rule out displays by high tech companies, inventors, and publishers, religious or political groups.)

One manager hired by the city could find the appropriate location(s) with parking. He/she could check the Internet, call 50 or 100 appropriate businesses and pitch the offer. (Expand thy tent.) The Arts in Stark could lineup the artists and crafters for the advertising setups or the manager could advertise for such assistance or maybe contact local colleges for talent.

Estimated time to initiate:

One month for intensive contact work by the manager. Three or four months to receive products and set up the displays. The manager will need an assistant for the setups, and a secretary for letters, contracts, and billing. Keep it simple.

Estimated financial impact.

Cost for the manager \$25,000. Cost for a part-time assistant \$15,000 part-time secretary \$15,000. The salaries could come from Urban Renewal Funds or the Arts in Stark.

Profit would come from creating employment and assisting businesses to increase revenue. A provision should be available in case the participating businesses wish to set up a permanent outlet for its products or services. Presently, downtown Canton is a lovely still life. It could utilize its ethnic flavor and become an international tourist attraction.

Financial Impact Recommendation

Title: **Tax Base**

Description: Beat out every city in the country with Tax Breaks (For Companies). City will make money on Employee Taxes. Example: Ten Companies with 50 Employees that's 500 people paying city taxes. Improve schools. Make people want kids in our schools.

Estimated Time to initiate:

Estimated Financial Impact: Skies the Limit

Financial Impact Recommendation

Title: **Cellphone Recycling**

Description: I was reading the Canton Rep article about how the winter weather is taking a toll on the Street Budget. I own a business in Canal Fulton called EnviroCellular. I help Organizations and Local Governments here in NE Ohio and across the US recycle cellphones as a way to generate revenue. I wanted to see if the City of Canton would be interested in starting a cellphone recycling program to help generate revenue? I am a Stark County business with the ability to help.

Old cellphones are something that nearly everyone has laying around. On top of that they end up with more all of the time. It's a resource that's everywhere yet doesn't get collected for the most part. Money is just ending up thrown away. There are no large scale cellphone recycling programs going on in the area. Therefore this would be something the City could really capitalize on. I'm a business right here in the County who can help. I would like to talk more with you about this idea. Its an excellent opportunity. Thank you for your time.

Estimated Time to initiate: N/A

Estimated Financial Impact: N/A

Subject: Financial Impact Recommendation
From: City of Canton <NO.REPLY@cantonohio.gov>
Date: Fri, 18 Feb 2011 11:35:08 -0500
To: derek.gordon@cantonohio.gov

A new financial impact recommendation has been submitted

Title: outsourcing sanitation

Description: Disband sanitation services and outsource. Savings of approximately 13% of the current budget in the first year alone. Fuel, overhead, personnel.

Estimated Time to Initiate: 1 year

Estimated Financial Impact:

Financial Impact Recommendation

Title: Increase use of cameras for speeders + safety

Description: Go big time with cameras for speeders and fighting crime. Do not spend city money on cameras but give camera companies a percent of revenue collected. This will not cost law abiding citizens a penny, will free up police manpower to fight crime, and make Canton a safer, more attractive place to live.

Estimated Time to initiate: 6mo-1yr

Estimated Financial Impact: + \$1 million?



THE CITY OF
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WILLIAM J. HEALY II, MAYOR

85

FINANCIAL IMPACT RECOMMENDATION

TITLE: SENIOR INCOME TAX CREDIT

DESCRIPTION: If you worked in Canton as a senior citizen, you
are eligible to receive up \$200.00 back of your
taxes paid earned in Canton.
As a resident you can use this as a credit.
As a nonresident, you are also eligible for this refund,
of earnings within the city.

ESTIMATED TIME TO INITIATE: No longer than 6 months to a year to pass
legislation through council.

ESTIMATED FINANCIAL IMPACT: \$ 250,000.00 or more.

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THE CITY OF
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86

FINANCIAL IMPACT RECOMMENDATION

TITLE: Auction off city items online

DESCRIPTION: N/A/

ESTIMATED TIME TO INITIATE: N/A

ESTIMATED FINANCIAL IMPACT: N/A

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THE CITY OF
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87

FINANCIAL IMPACT RECOMMENDATION

TITLE: Rehabilitation Programs

DESCRIPTION: Initiate more rehabilitation programs for addicts to help them become more productive citizens and less of a burden on welfare programs

ESTIMATED TIME TO INITIATE: N/A

ESTIMATED FINANCIAL IMPACT: N/A

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THE CITY OF
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WILLIAM J. HEALY II, MAYOR

88

FINANCIAL IMPACT RECOMMENDATION

TITLE: Eliminate Duplicated Services

DESCRIPTION: Collaborate with other local governments to eliminate duplicated services and costs

ESTIMATED TIME TO INITIATE: N/A

ESTIMATED FINANCIAL IMPACT: N/A

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov



THE CITY OF
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WILLIAM J. HEALY II, MAYOR

89

FINANCIAL IMPACT RECOMMENDATION

TITLE: Eliminate Benefits for City Council

DESCRIPTION: City Councilmembers are only part time employees and should only receive the same benefits that other part time City employees receive. Their health care and benefits should be eliminated so they are not receiving special treatment that other part time employees are not entitled to.

ESTIMATED TIME TO INITIATE: N/A

ESTIMATED FINANCIAL IMPACT: N/A

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Recommendation: Eliminate sanitation department have private have private carriers poick up trash...eliminate ms cavanaughs position at building.....reduce fire depatment

Money Saved: N/A

Recommendation: My recommendation would be to take a look at what the City is spending on uniform and cleaning for local 2937. I would think we supply these guys w/shirts and pants initially. They could take them home and wash them themselves. I think half the guys do this anyway.

I think they are up for negotiations this year. This could be something we negotiate. Maybe if we give them \$.10/hr more or whatever.

Money Saved: N/A



THE CITY OF
CANTON
WILLIAM J. HEALY II, MAYOR

42

FINANCIAL IMPACT RECOMMENDATION

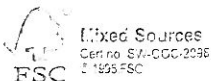
TITLE: Hall of Fame Visitor's Tax

DESCRIPTION: Add a fee on each admission ticket for the Pro Football Hall of Fame
that will be considered a visitors tax to be used as a revenue stream for the City

ESTIMATED TIME TO INITIATE: N/A

ESTIMATED FINANCIAL IMPACT: N/A

If you have an idea that may reduce costs and/or increase revenues for the City of Canton, please fill out this form with a subject title and brief description in the space provided, along with the estimated time it would take to initiate this idea, as well as the estimated amount of savings and or increased revenue. Please submit only one idea per page to the Mayor's Office, Attention: Derek Gordon – by February 25, 2011. E-Mails may be sent to derek.gordon@cantonohio.gov



Financial Impact Recommendation

Title: **Bringing in New Business**

Description: Lower taxes and create jobs with new businesses.

Estimated Time to initiate: Unknown. It should be an ongoing process.

Estimated Financial Impact: income increases.

